

# THE ROTARY

THE MAGAZINE OF SERVICE

116 CHURCH ST.  
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CHICAGO, U.S.A.

OCTOBER  
1920

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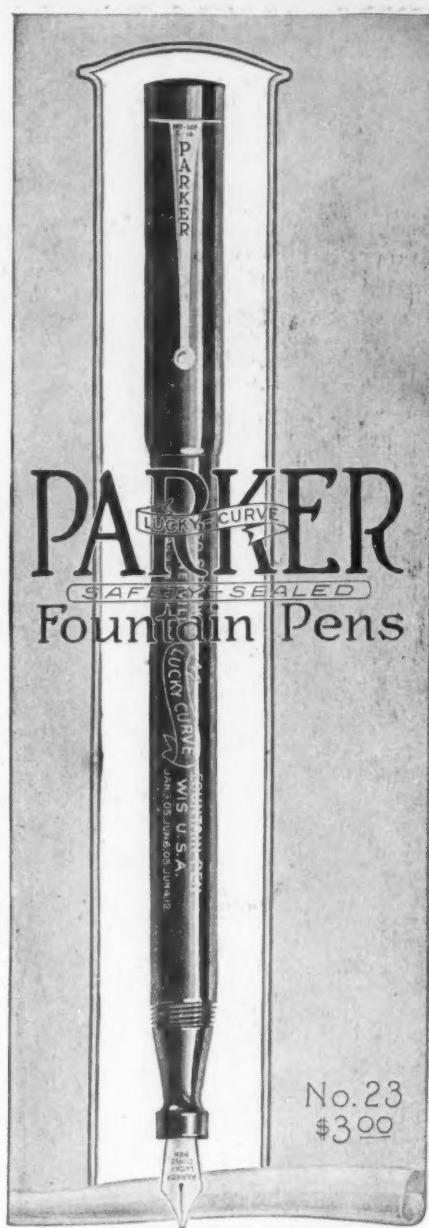


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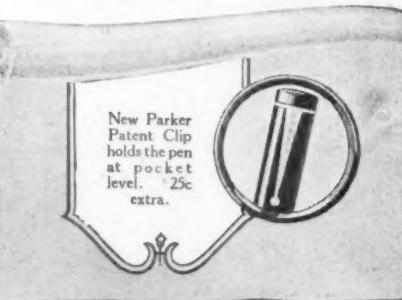
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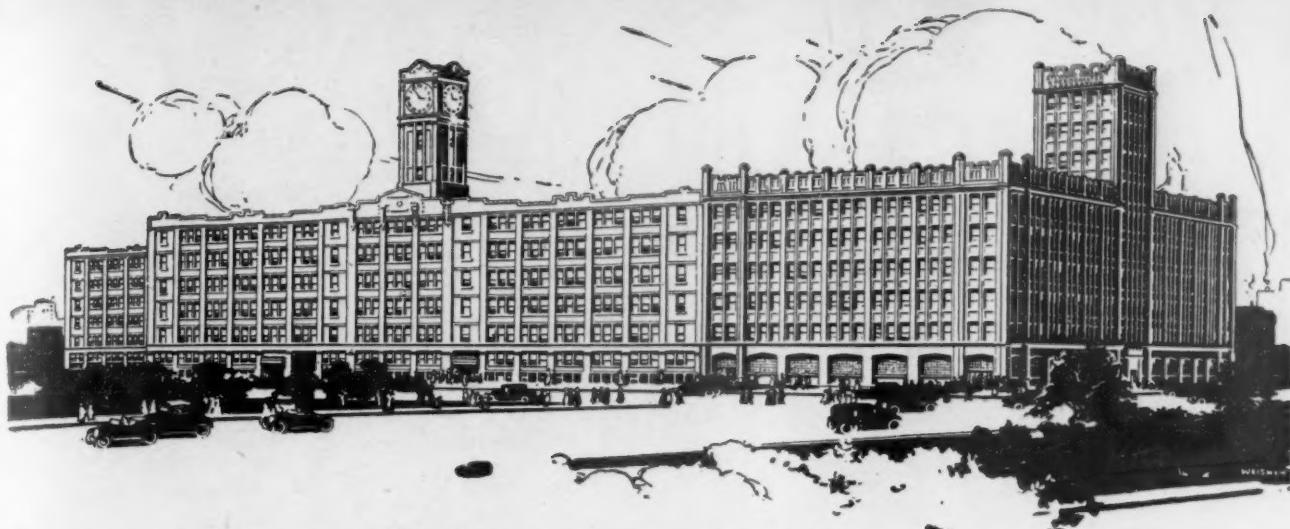
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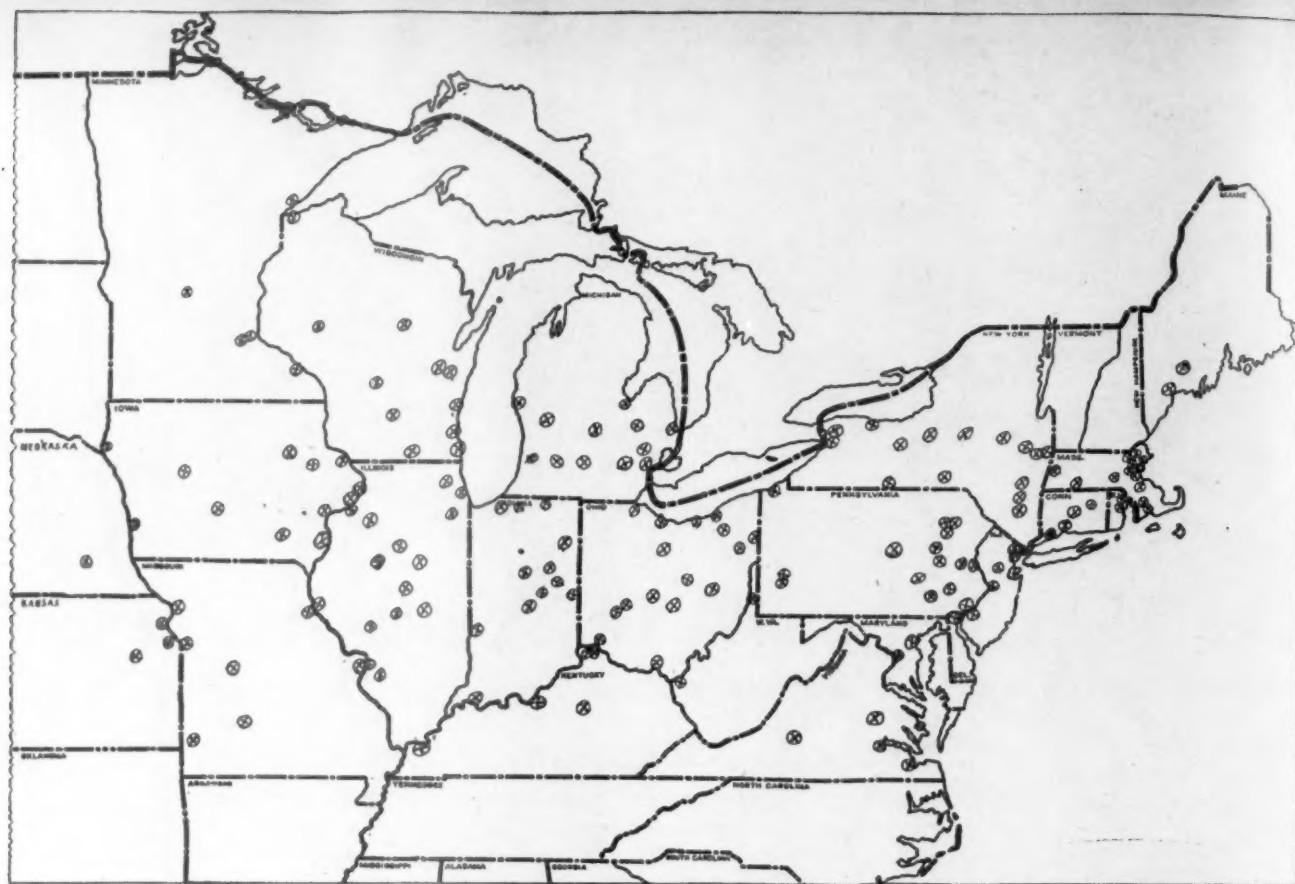
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## Rotary and Its Magazine

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Second Vice-President Ray M. Havens of Kansas City, Missouri.

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### Objects of Rotary

**T**O ENCOURAGE and foster, thru its own activities and thru the medium of affiliating Rotary Clubs.

- (a) High ethical standards in business and professions.
- (b) The ideal of service as the basis of all worthy enterprise.
- (c) The active interest of every Rotarian in the civic, commercial, social and moral welfare of his community.
- (d) The development of a broad acquaintanceship as an opportunity for service as well as an aid to success.
- (e) The interchange of ideas and of business methods as a means of increasing the efficiency and usefulness of Rotarians.
- (f) The recognition of the worthiness of all legitimate occupations and the dignifying of the occupation of each Rotarian as affording him an opportunity to serve society.

### Excerpts from Audit Bureau of Circulations

#### Auditor's Report

Name of Publication, THE ROTARIAN.  
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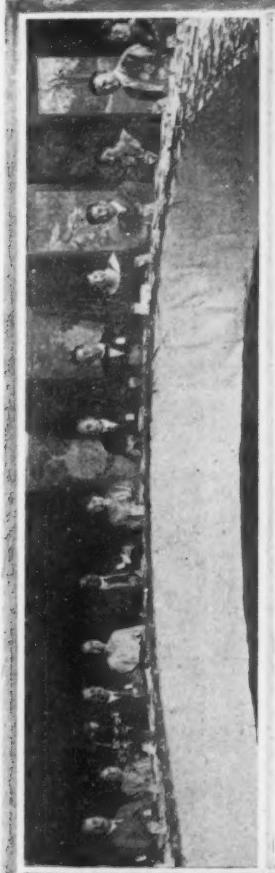
A complete audit analysis of the Publisher's Statement, including all essential facts pertaining to the above circulation, will be made in due course by the Audit Bureau of Circulation, and, when made, copies may be had on application to the office of the above publication.

## Contents

COVER DESIGN.....	Howard G. Carnahan Studios
FRONTISPICE: THE INTERNATIONAL COUNCIL MEETING.....	
THE PROGRAM FOR THE YEAR (Page 165)	
THE INTERNATIONAL COUNCIL OF 1920 (Page 167).....	By J. R. Perkins
RIGHTEOUSNESS AND HONEST TOIL THE HOPE OF THE WORLD (Page 171).....	By Stewart C. McFarland
HOW THE CHURCH IS SOLVING SPAIN'S LABOR TROUBLES (Page 172)	
WHAT IS BUSINESS? (Page 173).....	By Lucius E. Wilson
TO A GOOD ATHEIST; TO A BAD ATHEIST (Verse) (Page 174).....	By Theodore Maynard
HOW TO TALK (Page 175).....	By Frank Bruce
JACOB R. PERKINS COMES TO HEADQUARTERS (Page 176)	
THE ETHICS OF STRIKES (Page 177).....	By Joseph J. Ayd
MEMORIALS (Verse) (Page 178).....	By Douglas Malloch
COSTS AS A BASIS FOR PRICES (Page 179).....	By Frank Wilbur Main
SELLING YOURSELF TO YOUR CHILDREN (Page 181).....	By Martin Zielonka
A FUNDAMENTAL NEED IN BOYS WORK (Page 182).....	By Walter W. Strong
ROTARY AND BOYS WORK (Page 183)	
EDITORIALS (Page 184)	
BOYS WORK BY SOME OF THE CLUBS (Page 186)	
ECOS ROTARIANOS (Page 188)	
THE ROTARIAN'S OPEN FORUM (Page 190)	
CLUB NOTES (Page 195)	
ATTENDANCE STATISTICS (Page 197)	

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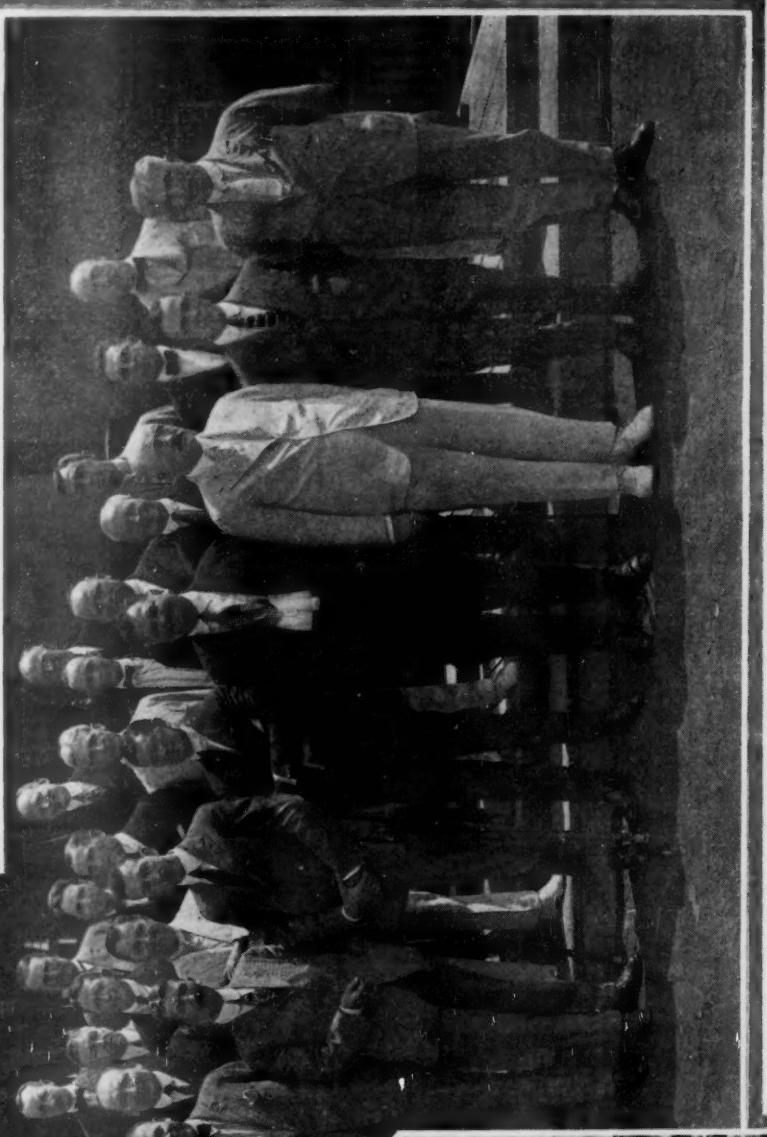
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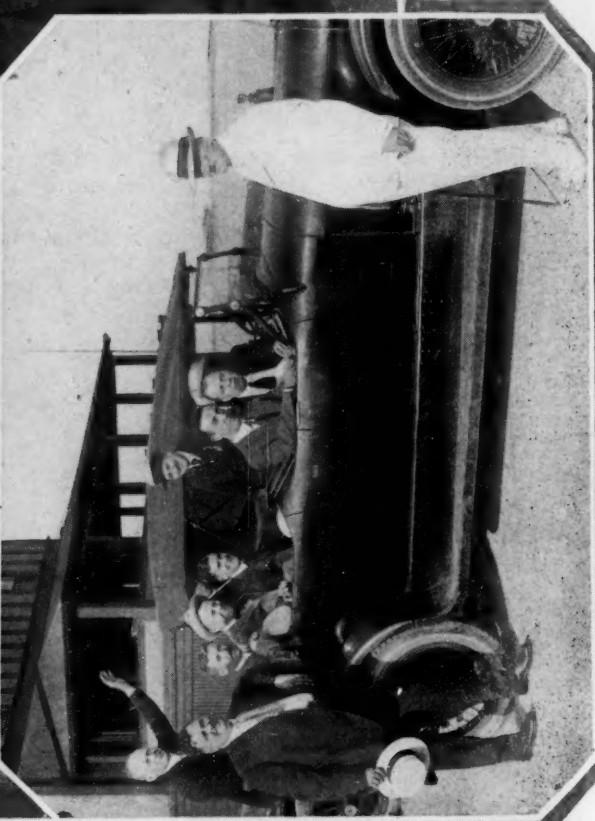
CHICAGO YACHT CLUB



**T**HE President's segment of the International Headquarters Banquet at Chicago, left to right: Emmet Galer, Catherine MacNulty, Ray Havens, Edna Cullison, Bert Adams, Maele Schow, Chas Perry, Pete Snedecor, Mildred Trebil, Crawford McCullough, Hazel Neuberger, Bob Timmons and Margaret Pomeroy. The Banquet was given by the members of the Headquarters Staff to the International Officers.



**T**HE officers for 1920-21 of the International Association of Rotary Clubs assembled in Chicago for the August Council Meeting. They are, left to right: First row, H. G. Stanton, Hillrie Quin, H. Kemp Toney, John E. Davies, Constance Chilles (stenotype operator), Robert H. Timmons, Crawford C. McCullough, Estes Snedecor, Albert S. Adams, Raymond M. Havens, Emmet C. Galer, Ray W. Davis, John F. Rudisill. In the last row of five men are, left to right, J. R. Perkins, Charles W. Lovett, Russell F. Greiner, Chesley R. Perry and Cecil B. Harris. Between the first and last rows, left to right, are: Guy Gundaker, Leslie S. Everts, Richard Aspinall, Everett W. Hill, John F. Jones, Charles W. Bailey, Roger Mottin, Charles E. Cochran, William Coppock, H. J. Lutcher Stark, Forrest J. Perkins, Walter E. Pittsford, Rogers W. Davis, Charles Lee Reynolds, Louis W. Perrin, R. W. Smith, Fred H. Sexton, Samuel Squire, Ralph Bristol and B. F. Scribner.



**L**EFT to right: Chas Perry, Ray Havens, Emmet Galer. Pete Harvey is President of the Rotary Club of Chicago. Pete Snedecor, Pete Harvey and Emmet Galer. Pete Harvey is President of the Rotary Club of Chicago.

"ONE faithful friend  
is enough for a  
man's self; 'tis much to  
meet with such an one, yet  
we can't have too many  
for the sake of others."

# The ROTARIAN

TITLE REGISTERED U.S. PATENT OFFICE

The Official Organ of The International Association of Rotary Clubs

The Magazine of Service



"AS a vessel is known  
by the sound,  
whether it be crackt or  
not; so men are proved;  
by their speeches, whether  
they be wise or foolish."

## The Program for the Year



**A**T the recent meeting of the International Board, President Estes Snedecor submitted the definite policy and program formulated by him, for the year 1920-21. His program covers completely the established features of Rotary and adds a statement of new aims for the year's accomplishment. It was unanimously adopted by the Board as the program of the Association and all its member clubs for the current year. For convenience it is divided into twelve subjects, each definitely stating a fundamental phase:

**A**TTENDANCE. Regular attendance at Club meetings is essential to the success of the Club. The weekly club meeting is the pivotal point upon which all Rotary turns. It is the dynamo of Rotary. It is the source of our enthusiasm and power. It is our open forum. It is the meeting place of friends. A meeting well attended creates enthusiasm, promotes good fellowship and inspires the officers and committeemen to greater achievement. No volunteer organization can compare favorably with the remarkable record of attendance made by the Rotary clubs last year. We must surpass this record.

**F**RIENDSHIP. We cannot overlook this attractive feature of Rotary. The spirit of friendship is the cement which binds us together. It makes us succeed in spite of misunderstanding, in spite of mistakes and in spite of personal limitations. Rotary offers boundless opportunities for the making of friends. Old Rotarians must make friends with new Rotarians. Let us build our friendships in Rotary upon the foundation stones of frankness, sincerity and self-forgetfulness.

**E**DUCATION OF ROTARIANS. A true conception of the history, principles and ideals of Rotary is vital to the growth and development of Rotary. The need of education is more apparent when we consider that more than half of the Rotary clubs have been organized within two years and that one-third of all the clubs have been in existence only one year. We must continue our program of education with renewed vigor.



International President Estes Snedecor

We cannot believe in Rotary unless we know the meaning of Rotary. We cannot live according to its principles and ideals unless we understand them.

**E**XTRACTION OF ROTARY. This work must go forward consistently and with added thoroughness, not alone in our present territory, but throughout the entire world. The work of extension this year shall include not only the organization of new clubs, but active assistance to newly organized clubs in establishing themselves as permanent Rotary institutions.

**C**O-OPERATION WITH CLUBS. A special department at International Headquarters is maintained to serve and encourage the clubs in their work. There is reason to believe that this department will be able to serve this year more effectively than ever. It will be our aim to maintain intimate contact with all club officers. We must make it a point to study the opportunities, as well as the problems, of Rotary clubs in small

towns, to the end that we may meet adequately their needs and encourage them in their work. In this work we must depend upon the co-operation, loyalty and sympathetic interest of all club officers.

**B**OYS WORK. This has become an established feature of our work. It is an appropriate and appealing avenue of service. It affords each club a definite opportunity of giving expression to its ideals of service in a concrete way. It is apparent that there is a need for a definite statement of a Rotary club's relationship to boys work in the community. As a general rule, after a Rotary club has completed a survey of the field of boys work in its community, it should first encourage, stimulate and otherwise assist meritorious Boys Work organizations or agencies to meet fully the needs and accomplish the purposes for which they are organized. In the event that financial aid is required, it is preferred that a Rotary club should so organize the campaign as to win the support of the public to such organizations, the Rotarians contributing individually to the success of such campaign as other citizens of like position and ability are expected to do. A similar course is appropriate where it is found desirable to launch new work apart from that of existing agencies,

but care should be exercised that work of establisht agencies is not duplicated. If a Rotary club should desire to become solely or mainly responsible for some new and permanent work or for some existing work, it may properly do so, provided that it takes steps by way of endowment or other adequate means to provide for the permanent support of such work. A more detailed statement is being prepared by the Boys Work Committee for the guidance of the clubs.

**E**VERY CLUB A RADIATING CENTER OF INFLUENCE. The world is facing many serious problems, and Rotary as an intelligent agency must make its contribution toward their solution, altho Rotary must not feel called upon to solve all the problems of the universe. We must recognize that Rotary is uniquely organized with certain well defined objects and ideals in view. Rotarians can make their best contribution toward the solution of present-day problems by putting Rotary's principles and ideals into daily practice. We must develop our entire membership into men of character and of leadership; men of broad vision and of large sympathies; men who are friendly and ready to serve; men who have faith and optimism; men who think clearly, act sanely. Rotary clubs should build their programs with these purposes in view.

**C**ONSTRUCTIVE CITIZENSHIP. This should be made a dominant note in Rotary during the present year. Too much is being said, these days, about the rights and privileges of citizenship, and too little is being said about the duties and obligations of citizenship. To vote with intelligence and conviction, to answer willingly every call to jury service, to serve the community diligently and unselfishly and to contribute one's best thought and energy toward the solution of present day problems are ways in which every Rotarian may serve in the cause of constructive citizenship. Every Rotary club should be made a forum before which vital economic and social problems may be fairly and intelligently discuss. Club programs should be so planned as to stimulate the thought, widen the horizon and deepen the conviction of Rotarians so that they may be more efficient in the performance of their duties as citizens.

**S**ERVICE AS THE BASIS OF ALL WORTHY ENTERPRISE. Rotary places a new valuation upon a man's vocation. Rotary dignifies a man's business or profession in affording him a distinct opportunity to serve society. It should be our purpose and effort to drive home this great truth to men of the business and professional world. This can be most successfully done, not by preaching or adopting resolutions, but by the conscientious application of this great truth in our own affairs of business, of commerce and industry.

**P**UBLIC HEALTH. This is a fitting and an important subject to command our attention. In accordance with the resolution adopted by the Convention at Atlantic City, the Board will designate a certain week during which our clubs will be askt to study this subject.

**I**NTERNATIONAL ORGANIZATION. In the successful operation of our great International organization, it has become imperative to revise the Constitution; to make provision for a government that will be more representative of the nations in which Rotary is establisht and more responsive to the needs, aims and spirit of the clubs in all countries. The Eleventh International Convention gave its general approval to certain proposed improvements in the government of International Rotary, and instructed the Committee on Constitution and By-laws to draft provisions embodying these suggested improvements in order that they may be submitted to the clubs and District Conferences for discussion before presentation to the next Convention for action. The proposed revision of the Constitution does not contemplate any changes in the general character of the organization, but it is proposed that the International Board shall consist of nine members instead of five; that service on the board shall be for two years instead of one; that only half of the Board shall be changed each year; that the representation of the clubs of the United States, Canada, the United Kingdom, Cuba and Porto Rico shall be provided for definitely, and that the General Officers of the Association shall be elected from the members of the Board and by the Board. We urge Rotarians to give earnest consideration to the problems of international organization, to approach them with open minds and with a fine sense of appreciation of the racial characteristics and national consciousness of Rotarians in all lands.

**I**NTERNATIONAL SERVICE. During these trying days of readjustment among the peoples and nations of the world, the opportunity of Rotary for service is self-evident. We cannot conscientiously ignore our duty. The history and traditions of our organization and the objects which we espouse challenge us to action. The world is in need of what we have to offer, namely: the promotion of acquaintance and friendship between representative citizens of the nations of the world; the establishment of common ideals of justice and fair dealing thruout the world; the recognition of the ideal of service as the basis of all worthy enterprise. The world is but a neighborhood of nations. Rotary has an opportunity to make the nations of the world more neighborly. We must accept the opportunity with faith and enthusiasm.

## A Biography of Estes Snedecor

**E**STES SNEDECOR was born in a long cabin, December 21, 1887, at Green Springs, Pinellas County, Florida, near Tampa, Florida. His father was the late Rev. James G. Snedecor, LL.D., a Presbyterian minister and a native of Mississippi. His mother, now residing in Tuscaloosa, Alabama, was Miss Emily Alston Estes.

**E**STES is one of eight children—all living. His parents moved from Florida to Birmingham, Alabama while he was only two years old. When he was 11 years old he fell on some rocks on the side of a mountain and bruised his hip severely. This bruise developt into tuberculosis of the hip joint. In the Spring of 1900 his leg was amputated, and two months later he was learning to walk all over again. Shortly after this, his parents moved to Tuscaloosa.

**H**E attended the University of Alabama for six years. Graduating with high honors from the Academic and Law Departments. He also took special work in law at the Summer School of the University of Michigan. He is a member of the Kappa Sigma Fraternity.

**H**E went to Portland, Oregon, in June, 1910, and since then has been engaged in the practice of his profession in that City. He has never held political office. In December, 1914, he married his boyhood sweetheart and college chum, Miss Julia Dearing Searcy, daughter of Dr. James T. Searcy, of Tuscaloosa, Alabama. Mrs. Snedecor died February 25th, 1919. Pete has a daughter, Katharin Searcy Snedecor, 3 years old, living with her Aunt, Mrs. Henry A. Snow, in Tuscaloosa, Alabama.



# The INTERNATIONAL COUNCIL of 1920 by J.R. Perkins



THE meeting of the Board of Directors Monday, August 16, and of the International Council, Tuesday to Friday, August 17-19 in Chicago, U. S. A., made valuable Rotary history. All of the members of the Board were present and only one member of the Council was absent—Alexander Wilkie of Edinburgh, who had been in this country in June and July and who could not remain for the Council. Every day was a day of action and hard work—the Board and the District Governors working far past the scheduled time to complete their tasks.

PRESIDENT SNEDECOR'S report to the Board was more than a report—it was a message. Even when considering matters purely of a formal character—as the proposed Edinburgh Convention—his interpretations rose to heights that attested sympathetic understanding of problems of world-wide moment. True, he agreed that the Edinburgh Convention would be smaller than several past Conventions in Rotary, but it would also be an epoch-making one. Such a Convention will make for a wonderful unity and orient North American Rotary. It will not be an easy matter to hold a Rotary Convention in the British Isles, but the difficulties should be deemed a challenge in the light of the achievements that are bound to result. The program President Snedecor offered as a basis for Rotary policy in the next ten months might well be made a platform for the next decade; for not only did he manifest the same grasp technically that has characterized his work in Rotary for the past four years, but he also revealed decided predilections for advanced Rotary thinking, touching universal chords and characterizing the world as a vast neighborhood of nations. Note the logical sequence of his program.

ATTENDANCE, Friendship, Education, Extension, Co-operation, the Guidance of Boys, Influence, Constructive Citizenship, Service,—the basis of all ennobling enterprise,—Health, International Service and International Organization, bring to pass the entire program. "The history and traditions of our organization and the objects which we espouse challenge us to action. The world is in need of what we have to offer:—the promotion of acquaintance and friendship between representative citizens of the nations of the world; the establishment of common ideals of justice and fair dealing thruout the world; the recognition of the ideal of service as the basis of all worthy enterprise."

IN THE report of Secretary-General Perry,—which revealed the remarkable scope of the work of International Headquarters,—his summary of the Foreign Extension situation brought all to a vivid conception of the international strides the Association is making. Paris in process of organization; Marseilles deeply inter-

ested; Tokyo organized and Amsterdam and Gothenburg in touch with International Headquarters thru former North American Rotarians now in Europe; leads being followed in South America, South Africa, Australia, and New Zealand. Rotary's hand is to the plow, and if it should turn back it is not fit for an International service.

THE immediate problems in Rotary that came up for discussion at each session of the Board ranged from minor issues in local clubs to crisis issues thruout the Association. Only careful reading of the minutes of this Board meeting will enable one to grasp the magnitude of the task before each new International Board. An analysis of the action of the Board makes it clear that the problems in Rotary are very diversified and that none can see from month to month the questions that will rise out of clubs in action.

WHEN thirty-four successful business men travel to a distant city with the sole motive of giving themselves to a conference designed basicly to promote ethical standards thruout the channels of barter and gain, and when they face grave problems in society without cynicism and face also the monumental task of setting in motion the forces that contribute to solution and re-adjustment, one may well conclude that men still have faith in the old integrities applied to the ills and contrarities of life. Such a group was the International Council of the International Association of Rotary Clubs. And the deliberations of this body unfolded in a striking manner the eagerness of the District Governors to get at the heart of the problems in Rotary and to give themselves in solution. As President Snedecor pointed out, the District Governors evidently made sacrifices in business and in vacation plans in order to attend the Conference, but only the busy man is willing to sacrifice that the more immediate obligations evolving upon him may be met. The District Governor was likened to a liaison officer charged with the duty of maintaining harmonious contact between General Headquarters and the front line trenches in Rotary.

OF course the program included many technical items that might have given the occasional onlooker and listener an impression that Rotary tithes of mint, anise and cumin to the neglect of weightier matters of the law, but underneath all discussions of attendance, membership, classifications *ad infinitum*, there persisted great questions. Is the business system just in what it creates? Is it underpinned with justice? Does the business system function within increasing opportunity for larger groups into social order? Can the business system endure unless its creed of ethics rises to action? Of course there were disagreements; men voted "aye" and "no" and flatly told the reason, but those men clarified every subject they toucht. The council was an open forum. One could not designate the Council

either liberal or conservative, but it was forward-looking. The Governors made the discovery that a Convention does not always have the time and opportunity to pass upon problems calmly and judiciously: but apart from the throb of proximity of a great International Convention the District Governors were able to analyze and then act. Occasionally, the Council would revert to the old discussion "WHAT IS ROTARY?" and out of multitudinous definitions as aside in the main play staged by the Council, one was able to gather that individual Rotarians are searching their own lives first of all in attempting to answer the question. So to this Council, Rotary meant the interpretation of the meaning and purpose of one's own life, and the consecration of himself and the dedication of all his powers, whether innate or acquired, to meet the high demands of that interpretation in terms of the newest science—the science of constructive service.

THE scope and the purpose of the Conference as stated at the Council meeting last year was thought to be the ideal for this Council; the knowledge of one another which promotes friendship, destroys any possible distrust of motives, and results in fine understanding of one another's problems; the scrutiny of the resolutions and actions of the great Convention at Atlantic City, unbiast by the throb of proximity; the clarifying of the Board of Directors' program for the year; to receive the opinion of the Chairmen of the Association's Committees and to secure ideas from the Governors as to how the clubs can best function in carrying them out; for the Governors to present their problems to the Board of Directors, and to learn how the other man is doing his work, and by an interchange of ideas come to a full appreciation of the problems thruout the respective districts—these things were held to be fundamental at the beginning of the International Council Meeting.

IT was inspirational for the District Governors to hear the Vice Presidents in Rotary in heart to heart talks and the impressions McCullough, Havens and Timmons made, argues well for harmonious relations between the Board and the men who head the respective Districts. Past President Frank Mulholland—who has been well called the balance wheel in Rotary—was invited to address the Council and revealed that the old fire which has characterized him for nearly a decade in Rotary is undiminished.

THOSE in attendance at the International Council were the guests of the Chicago Rotary Club at a meeting that was characterized by a wealth of fellowship and sincere appreciation of the abiding friendships in Rotary. It was a colorful meeting, spontaneous in its humor with Rufus Chapin in the chief role, and yet a meeting that did much at the very beginning of the Council to get the Governors into personal touch with one another and with the Board.

AN introduction to the International Council by the Secretary-General of his staff, with an exposition of the scope of work in the Departments by the Department heads, elicited both surprise at the comprehensive system at the disposal of the clubs and approval of the personnel at Headquarters. It was an hour that made for understanding and a greater unity for purpose with result. This was Tuesday afternoon, while Tuesday evening at the Congress Hotel the entire staff of both men and women gave a dinner and program complimentary to the visitors. It was a most delightful occasion in which fellowship, wit and Rotary idealism blended beautifully. The members of the Interna-

tional Council came to a fine sense of appreciation of the personal interest and pride the men and women at Headquarters have in the objectiveness of Rotary, while the staff in turn came to know that these leaders in their respective fields in Rotary have been chosen for their breadth of vision and human qualities.

NO question in a local Rotary Club could be of more interest than one which came in for an earnest discussion on Tuesday afternoon. The subject was "Attendance". Commonplace enough, you say; yes, but the life of International Rotary. Wholly regardless of rules of attendance and of schemes to keep the attendance up, running thru all the discussion of the afternoon was the thought that the average Rotarian will grow away from Rotary if he holds aloof from its meetings. A man becomes an iconoclast by refusing to associate with other men, and a man will fail in Rotary if he fails to keep in touch with his club. This all may seem very prosy, but the men who have been selected to guide the destinies of the clubs in the various districts in Rotary this year seem convinced that before the ethics and ideals of Rotary can be imprest upon life and affairs they must first reflect themselves in the loyalty of the individual member.

ROTARY has become so extensive that it is important to guard the sources and control the direction of its publicity. Guy Gundaker, as Chairman of the Publicity Committee, imprest the Council with that fact. Perhaps we have been too sanguine; perhaps we have taken too much for granted in that Rotary's idealism and comprehensive community service would always be understood and accepted. But signs are not wanting that unfavorable publicity and misinterpretations of Rotary menace from several directions. It is inevitable that the wide-spread activities of Rotary, combined with frank discussion of community and state issues, bring it into conflict with partisan groups. The partisan will never understand Rotary, but those whom the partisan seeks to control should be led to understand it. The Publicity Committee has shaped for itself a large task to counteract erroneous impressions already abroad concerning Rotary and to focus the attention of those outside Rotary on the salient features of it. There are always two distinct classes viewing any movement or organization. The one is open minded; the other prejudiced beforehand. Here is the double problem for the Publicity Committee. International Headquarters is to give its aid to the work of this committee; to allow no misstatement of Rotary to go unchallenged. This is going to entail a lot of work upon all concerned, but the results will be most gratifying. We must keep ahead of our problems on this score, for wrong impressions travel even faster than correct impressions. The sane deliberations of a Rotary Club before taking action in a community dispute affecting various groups will render an inestimable service to the Publicity Committee, and it will enable it to sense a given situation and, once a decision is made, throw the weight of its work in the right direction. As Past President Mulholland said in substance, it is not important that Rotary pass a single resolution, but it is all important that when the resolution is past, Rotary be eternally right.

INCIDENTALLY the undesirability of a certain sort of publicity—certain stunts, regalia and the bizarre manner in which some Rotarians get themselves up at Conventions, came in for a scoring. Not that play doesn't enter into Rotary Conventions, but that there is danger of leaving a jazz-band conception of Rotary to the casual onlooker. The Governors differentiated between high class entertainment and lime-light contortions.

**P**ROVINCIALISM, which is nothing more than a limited horizon, provoked considerable discussion. What causes a group of men to think only in terms of the corporate limits of their town? Is it predicated on selfishness or conceit? Is there a single Rotary club so interpreting its life and thought? The International Council wanted to know and wanted to know badly enough to discuss the question for more than an hour. The conclusion was that there are a very few Rotary Clubs, tho some, in danger of dwarfing themselves by constantly narrowing their horizon. All agreed that the difference between a provincial Rotary Club and one that opens its windows to the East and to the West is the difference between a healthy, steadily flowing river that finds the sea, and a pond that finally turns to dust. Provincialism in a Rotary Club may result from lack of enthusiasm on the part of its chief officers, or from the want of a definite and challenging program, or which is even more alarming—from the psychology of the community. Well, change the officers, alter the policy, and orient the community. So the Governors agreed: and, what is quite hopeful, they agreed to conduct such a policy of extension thruout their districts. They see clearly.

**W**HAT is a super-idealist? What is a practical man? One of the Governors in discussing what is meant by "Rotary Service" drew a sharp distinction between the two. He said that in Rotary each is found. The first is restless to the point of antagonism unless his club is hurdling one community fence after another, and the other keeps his head so high in the clouds that his feet, which may be the most vulnerable part about him, often block concrete achievement. The super-idealist gets by as a Rotarian merely because he is attached to an organization that is dedicated to service; he never gives service himself, but he does have a panacea for every ill in the universe. Why not check up the super-idealist in Rotary and confront him with the fact that none of his theories ever rise, or descend, to action? Also, why not check up the ultra-practical Rotarian and see if he isn't in the habit of starting a lot of things he never finishes? After all, it is the average Rotarian—a teachable man—who both dreams and causes dreams to come true. Anyhow, the Council decided that it should be known as far as possible whether a Rotarian exemplifies the principles of Rotary in the conduct of his own business and whether he acts like a Rotarian in any situation that may arise. In a word, he has both an individual experience and a mass experience, and in each he always exemplifies that which is basic in his faith.

**P**ERHAPS Rotary work among boys was spontaneous, growing out of a very laudable desire to help them overcome certain handicaps, and Rotarians have been doing so many things for boys ever since that the Association scarcely has had time and opportunity to map this great field and to define Rotary's relation to other forces that have also operated in it. Nothing is more difficult than to give a definition of a movement that started wholly apart from definitions. Such is the status of Boys Work in Rotary. Perhaps action never needs definition, but the International Council did clarify what Rotarians should do in given situations where there might be danger of conflict with other organizations or where the efforts of the clubs might be misunderstood. To awaken communities now oblivious to the problems of boys and to take the initiative if other organizations in a community refuse to do so, is an obligation confronting Rotary. Upon the other hand, the situation calls for a very deliberate planning owing to the fact that activities among boys are increasing everywhere. The International Council learned

that communities differ widely in regard to work among boys. The larger towns and cities have organizations that have operated in this field for a long time. The best that Rotarians can do under such circumstances is to co-operate fully in all movements designed to safeguard the boy and enable him to become a good citizen. But there are communities that are dormant—communities in which men are concerned with almost everything else save boyhood. To arouse such a community and to infuse the Rotary spirit is an inescapable duty that Rotarians face. If there is a lack of leadership in the community, then let Rotarians lead, but at all times should there be the closest co-operation between the clubs and other organizations that function in the same field. It has been recommended that 25% of the activity of a Rotary Club should be directed toward the solution of boys problems, and when one considers that in dealing with boys one is dealing with the most susceptible and impressionable vehicle for good citizenship, then the recommendation appears exceedingly rational. If the clubs will accept the recommendation that 25% of all their activities be work among boys there will be hundreds of boys returned to school; scores of gang evils will be eliminated from boy life without breaking up the gang; old environments will be changed or the boy will receive an impulse to rise above a detrimental environment; and the psychology of the boy will become known to his elders, which will mean sympathetic understanding which will end in mutual regard. Crime and all of the factors that precede it is simply a direction of activity. The obligation then of Rotarians is clear—plan and direct the activity of the boy-life in the community.

**P**ERHAPS it is well establisht that there are far too many Rotarians who have not been educated in Rotary; they have been joiners but have failed to stimulate the ideals of the movement. Undoubtedly the fault has been the procedure, or the lack of it, of some clubs. Every Rotarian should start at least with an academic conception of the faith and aspirations of the organization. What are the clubs doing to place the feet of new members in the pathway they should travel? Perhaps the growth of Rotary has been so much faster than the education of Rotarians that the groundwork in many clubs has been neglected. The message of Rotary should never be toned down nor neglected in order to give a new club numerical strength. The Governors thought that the organization of a new club should call together those men who are willing to give due consideration to the ideals of Rotary, and the time to give a club a clear understanding of the history, the meaning, and the purpose of movement is at the outset.

**T**HE relation that a Rotary Club sustains to every other organization in the community is not always understood. A Rotary Club cannot function as a Chamber of Commerce, nor as a Church, nor as a School; but beyond question a Rotary Club is dynamic and has the power to stir many organizations into action. The spirit of Rotary, so the District Governors thought, is inspirational and inertia cannot remain unashamed in the presence of that spirit. It was agreed that membership in a Rotary Club is not predicated upon membership in any other organization, but if other organizations have grown weary of well-doing, or if forces have caught them and thrust them aside, then Rotarians should lend themselves to their rehabilitation. No real Rotarian will ever stand by and witness any loss to his community because of someone's refusal to serve in a crisis. But Rotary should be kept from the rubber stamp; Rotary should not be labeled and cataloged as being definitely for this or definitely against that, but should be free to operate wherever the high dictate of conscience may call its

adherence into action. The International Council was quite emphatic here and agreed that the genius of the movement should never crystallize into some set form, but that the organization should remain free to cast the weight of its influence as a deciding factor and in an unexpected manner, and by so doing it will never be possible for any group that would attempt to use Rotary to be certain that Rotary could be used; for there is no obligation that Rotary has to organizations, clubs, parties, or groups; but, based as it is upon an ethical code that is a noble challenge, Rotary is obligated to serve only in that direction the right of which is unquestionable. One could not help but be impressed by the rational thinking and firmness of the Council on this point.

**T**HIS is a political year for the majority of our clubs. Candidates will expiate on the virtues of their party and perhaps on their own virtues. The clubs will hear many candidates. Rotarians as individuals will have preferences. Well and good, but Rotary Clubs as clubs doubtless will take note of Article 7, Section 1, of the Standard Constitution. This, by the way, is a convenient and timely clause, and one that is very full of comfort should any one insist that his political aims be recognized by Rotary—or should his friends so insist. Yet, what is a political question? Some Governors wanted to know—What is a partisan question? What is a faction? And what about any public issue upon which a community may be divided? The Governors thought that the greatest service a Rotary Club could render under such circumstances would be to become an open forum. Let the discussion of the questions that effect the life of the community be unrestrained; let Rotarians be convinced and vote and work accordingly; but let them do this as individual Rotarians, for it would be unwise to resolve hastily or to take any club action that might prove divisive. But, if a club feels that it must take a position as a club, then let it be no scant majority, but as nearly unanimous as possible.

**T**WO questions came before the International Council that are vitally related. First, "The Relation of Clubs to Public Schools," and second, "The Plan of the Indianapolis Club for Americanization Work in the Public Schools." The questions are related not only because there is a clause in the Indianapolis Resolution which commits Rotary to the movement to increase teachers' salaries, but also before we can expect the instructors in our schools to teach that our social and economic system is ethically sound, that system must be operating beforehand to compensate fully those who have dedicated themselves in their profession to the making of the American citizen of tomorrow. It develops that many Rotary Clubs have already been active—this includes the Indianapolis Club—in movements to secure adequate salaries for public school teachers. There was unanimity of opinion among the members of the International Council that the club should see this question thru to a successful conclusion. Anything less would invite disaster to the public school system. When Fred Matson of the Indianapolis club presented that club's resolution to promote Americanization work in public schools he was followed closely. This resolution, which has occurred in print several times, was presented to the Committee on Resolutions at Atlantic City, but it was objected to on the grounds that it pertained to a question of national policy in the United States, and that it was not, in its present form, a proper resolution for consideration at an International Convention. Fred contended before the Council that the resolution could be modified in general terms to apply internationally, or Rotarians in other countries might prepare one as specific in form to apply to their

own problems. What was the mind of the Council towards this resolution? Upon the one hand, it was one of approval for the spirit and general aims of the resolution; upon the other hand, the members of the International Council were of the unanimous opinion that it is not within the province of International Rotary to legislate upon the resolution in its present form, nor is it within the province of Rotary to presume to declare at this time that the basic principles of the American government are being neglected in its public school instruction. The resolution drew out the fact of unsettled social and economic conditions, but it will require wide research, concrete instance and analysis, broad understanding of the public schools, past and present, and appreciation of the changing problems in the social order which they must face in the immediate future. And as this is a period of transition in which new interpretations and new applications may become imperative,—in which we should be careful not to mistake alteration for destruction,—it is better for Rotarians in the United States to wait until educators have outlined a program for specific instruction in the principles upon which the Republic is based, if so be it that those principles are not already being taught.

**T**HE proposed plan for certain alterations in the government of International Rotary as outlined at Atlantic City provoked thoughtful consideration. The general feeling was that such a plan would prevent the nationalization of Rotary and cement the nations already in Rotary without the loss of that which is distinctive in the nationalism of each. Indeed, the Council made up of men who are representative in Rotary in North America betrayed a very definite bias toward the international aspect of Rotary. As a matter of fact, Rotary is already international. It has flowed out from the place of its origin and with tidal effect surged from the continent of its birth to continents where some have expressed a doubt of its being assimilated. And very late news is to the effect that the Orient has received Rotary's ethical interpretation of business from the Occident. The high need of the hour, then, is to guide Rotary among other peoples and let it run its course largely. We began to talk of the International aspect of Rotary seven or eight years ago and said we believed that it was the answer to some of the deepest yearnings of mankind. Who are we that we should check this mighty movement to be brotherly in business, to recognize the value of the work of others in the whole scheme of human society, to know that no man lives to himself nor can live to himself? It does not lessen a man's love for his own country to work with the men of all other countries in perpetuating the ennobling qualities of each and also in helping one another to destroy the less noble traits that sometimes characterize the best of us. National security is most secure when there is International security. To understand other men, to work with them, to suffer with them and to rise with them—this is not treason to one's own land, but is most exalted patriotism. So the Governors were in favor of the continuance of International Rotary—for that is what the proposed plan amounts to—and desire that such a comprehensive plan be consummated.

**P**ERHAPS one can not tabulate results; ethical achievement is scarcely statistical; but the International Council and the International Board in their sessions made a distinct contribution to the solution and interpretation of both immediate and dawning problems in Rotary. In each district there is now being held a meeting of club executives, to whom each District Governor is imparting the foregoing message, so that they, in turn, may carry it back to their clubs, where it will be transmuted into deeds.



# RIGHTEOUSNESS - AND HONEST TOIL THE HOPE OF THE WORLD

*By Stewart C.  
McFarland*



WORLDS, like individuals, are born and live and die. The same law that governs the individual governs our world. Just as the individual is the sum total of all his thoughts and deeds so is our world the sum total of all the prevailing thoughts and deeds of all the beings which inhabit it. It is a profound occult truth that we cannot continue to exist without moral worth. Moral worth is the great sustainer. When

we mock God we die. When an individual, a community, or a world loses its moral worth, annihilation so-called, sets in—bankruptcy ensues, dreadful cataclysms result. When Sodom and Gomorrah became void of righteousness and Pompeii lived only for the pleasures of sense, their foundations crumbled and all were consumed in their iniquity. The destruction of these cities was more than an accident of nature. These peoples were consumed by destructive thoughts of their own creation. The cataclysms of nature that engulfed them were only the results of the destructive vibrations of their own iniquitous thoughts which affected the pulsations of the earth just as it affects the pulsations of the life fluid of the individual and loosens the silver cord.

THE ancient saying that this old earth cannot endure without so many righteous souls is literally and scientifically true. Within the microcosm of man must we read the macrocosm of the world. "Know thyself" is still the profoundest truth, and this truth teaches us that self-knowledge is predicated on and can be attained only thru self-development. The status of the average individual is the status of the world. And what is the status of the average individual of the world today? Is it not an almost insane desire to have rather than to be, to get rather than to give, to enjoy rather than to endure, to consume rather than to produce, and to be served rather than to serve? Is there moral health in a people more ready to loaf, spend and enjoy than to serve, save and sacrifice? At this juncture I hear voices of the facetious and shallow reasoners that the rain falls alike on the just and unjust; then why not eat, drink and be merry? This is true. But the rain only falls because of the just, and the profits of the unjust will eventually turn into bitter fruit—into ashes of choking remorse.

LET us not deceive ourselves. God is not mocked. There is a law of justice which maintains the equilibrium of the world. This law is sometimes called the law of action and reaction, but perhaps better understood as the law of sowing and reaping. As individuals and as a world we cannot evade this law. Humanity must learn that it cannot escape its inexorable decree and its decree is that we can-

not be ultimately happy and successful unless we obey it. Obedience to this law involves right positive action. And positive action is express in WORK, WORK, WORK. And work spells SERVICE in burning letters of fire. Justice can only be express in work that renders a service to humanity and there is no other method under the sun whereby we can render justice to ourselves and to our fellow men than to serve society to the best of our ability and the utmost of our capacity. The happiness or unhappiness which individuals reap today is the seed sown yesterday and the peace or unrest in which the world finds itself today is only the harvest of previous sowing. In the language of the street, we get what's coming to us. And society will never be redeemed from the bondage of its present perplexities until it comes to a knowledge of this truth and translates it into action—into constructive work.

JUST now humanity is traveling thru a valley of chaotic shadows, but amid the encircling gloom we see altars of faith on which the candles of hope are lit with a light that is already shining into a new day. These altars of faith with their light of hope are erected all over the face of the earth. (If Rotary Clubs are not such altars they have failed in their mission.) These altars represent a better understanding and a deeper consciousness of man's humanity to man. It is always darkest before dawn. In this darkness there is travail in which we must sweat our drops of blood. But when we have trod the Via Dolorosa and paid for humanity's mistakes there is always the glorious resurrection of a better day. Beyond the immediate season of insurrections and revolutions there is hope, beyond the present clash of opinions and upheavals there is peace if the thinking men of the world will but adjust their sails and consciences to the new order of things and not stem the tide of destiny.

AND what is the conclusion of the whole matter? Is it not that righteousness exalteth a people and that honest toil is a panacea for all our social and industrial ills? Are we not forced to the conclusion that unless we turn a deaf ear to the jazz-music and jazz-enjoyment of the present vogue and again wear the ancient and sobering garb of sack-cloth and ashes for a season, the present woes of the world will not pass from us, and that if we persist in our folly we too, like the ancients, will be consumed by our iniquity? There is only one way that we, as a people, can be redeemed and that way is the Way of the Cross, and the Way of the Cross is the way of Service. Toil! Toil!! Toil!!! is the eternal decree. Honest toil is our only salvation. An honest day's work for an honest day's pay is the only solution. Service that rises above our selfish selves alone can usher in the kingdom of heaven.

## AN ALLEGORY

AND it came to pass that men followed after strange gods; gods made in the image of their immediate desires.

And they clothed these gods in crimson and purple and gold; and, lo and behold, they found much pleasure in them for a season.

After the manner of olden times, they brought to their altars all the whims of their corrupt imaginings and with loud voices prayed to be permitted to enjoy all the pleasures of them.

And for many days the gods which they created gave them exceeding joy; they reveled in the luxury of their

leisure and possessions; in the luxury of it all reveled they.

And they spake one to the other of their possessions, of their feast days and the days of their sojourn in riotous places.

But they soon waxt fat in their bellies and the abundance of their luxury and leisure brought them sore afflictions of the flesh: like Job they were full of boils of discontent and they wist not the cause thereof.

The number of their days were full of sorrows and the darkness of night brought them no comfort; their riches hung about their necks like millstones, and they found no pleasure in them.

And it came to pass that the multitude who toiled for them in their vineyards rose up against them, and smote them, and robbed them of all their possessions.

Then was their cup of bitterness full and in their wrath spake they one to the other, saying, The gods that we have followed are a delusion; yea, verily, they have been false in all their promises unto us: let us curse them to the end of our days.

And they did as they had spoken and from that day forth followed the true God of their fathers and were healed of all their afflictions.

And when they were once more full of health the multitude which heretofore had risen up against them and smitten them, returned again into the vineyards and labored diligently for all the people.

And they which had been sore afflicted joined them in their labors and became as one of them.

## How the Church is Solving Spain's Labor Troubles



ABOR troubles in Spain may in time be entirely eliminated if a joint Church and business movement continues with the success which has markt it since its establishment two years ago. Under the plan, which embraces a co-operative banking scheme, strikes and lockouts are avoided, employers and employes are guaranteed against labor disputes and artificial interruptions, and a decent livelihood for all members is assured. There are already more than six hundred thousand members in the organization who agree not to strike, who are guaranteed employment by the central bank, and, if employment cannot be had, are cared for by the institution. In a summary of an article on the subject prepared for *The Manufacturers' Record* by a man of "high position who has made a very careful study of the situation in Spain," the editor of the Baltimore weekly says that the plan "opens up almost limitless potentialities, and as a powerful economic measure, without regard at all to the religious or moral side, is worth studying and watching."

**I**N SPAIN radical unionized labor has taken the form of syndicalism, and in order to counteract this, the Church organized a group of associations called Sindicatos Catolicos, which are formed "in the bosom of the parish, under the tutelage of the priests." According to the writer in *The Manufacturers' Record*:

"Workers who are known to be faithful and devoted to their duties are admitted, and benefits accrue immediately. They are personally lookt after by committees of the syndicates; fair wages are assured to them; they are freed from the oppression of hard masters; if they are sick, they receive medical comforts and their families are kept from want; if work does not come to them, the syndicate seeks and finds new employment; if they are in need, on proper evidence being shown, they are loaned money at low rates of interest.

"On the other hand, there are obligations to be performed. The worker may not strike; his difficulties are presented to the syndicate and the trouble adjusted. The employer undertakes to submit to such intervention on employing a member of the syndicate, and this he is glad to do, because he knows that the underlying spirit of the association is that of honesty and justice; he is relieved from anxiety lest his industry be crippled by strikes; he has no fear of bombs and incendiaryism when he engages a force of these men. He has guarantees on which he can rely, and he is willing enough to give guarantees in return.

"As part of the machinery a bank has been organized, which is an integral part of the group of syndicates. The dues of the members are divided into two parts, one portion for paying the operating expenses of the syndicate and the other going into the bank as a deposit to the credit of the

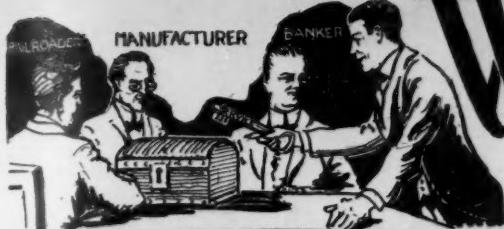
member. Small as it may be, it represents something laid up against the evil day when he can no longer work. Moreover, these deposits share *pro rata* with the stock in receiving dividends."

CAPITALISTS, it is said, have been swift to respond to this "remarkable movement toward effective co-operation with the workers" by subscribing largely in purchase of stock in the bank, which is already becoming a factor in the financial life of the country, "with possibilities the magnitude of which can be only dimly foreseen." From the bank, loans are made to members on recommendation of the syndicates. So rapid has been the growth of the movement that already more than four thousand syndicates have been formed, with a total enrollment of over six hundred thousand workers. This becomes significant, thinks the writer, when it is considered that the population of Spain is twenty-one million, so that 2.86 per cent are already members of the syndicates. Assuming the usual average of five to a family, it appears "that 14 per cent of the population is thus assured of steady livelihood, of freedom from want, of care in time of sickness, thru the operation of these syndicates." He concludes that—

"This surely is an effective answer to the prayer 'Give us this day our daily bread.' It is more than that. It gives assurance, thru the growth of the system, that the country will not be torn and impoverished by internal strife. It means that the workers can look forward to rearing their families decently, and can take pride in the development of their country, with its wealth of natural resources. It is getting back to the fundamental unit, the individual, as the basis of a sound and healthy national life.

"This may constitute the beginning of a reform that will rejuvenate the churches of Christ thruout the world. It is rumored that the Pope will investigate the Spanish Catholic Syndicates and issue an encyclical on the subject. The preparations for a visit of King Alfonso to Italy and to the Vatican, at which time it is said a strip of the Papal dominions leading to the sea will be restored to the Pope, lend color to the presumption. It is stated that the Pope will be requested to visit Spain when this is done, in which case he would certainly give special consideration to this most important contribution made by the Church toward a solution of the paramount socio-political issue of the age.

"In all this lies a suggestion of a great work of redemption open to churches of every denomination thruout the world. The spiritual life can not be separated from material life on this earth. The Church has to deal with living man. In its neglect of his material needs it has lost its power to work for the good of the souls of the millions now arrayed under the banners of antichristian socialism. It must be remembered that Christ took on the garment of the flesh in order to show the way to uplift mankind, and he did not forget to feed the hungry multitudes."



# What is Business?

by Lucius E Wilson.



N the last four weeks I have attended a half dozen public gatherings where issues of the day were discussed with an eye to the relationship between political issues, economic issues and business. A railroad man told me that business is transportation. A banker was more inclusive and said that business is "credits, transportation, labor, production." A manufacturer, talking to me privately, said that business is "hell."

But among all these public discussions of business I was shocked to find not one word of business as "service to the public"—not a tinge of the thought that "He profits most who serves best."

ON the contrary, all of these discussions were alike in creating the idea that business is some vast hazy moving cloud, the content of which is understood only by the priests of the inner temple, and the purposes of which must not be questioned by the uninitiated. I came away from those meetings intellectually convinced that the solar system was arranged for the single purpose of affording Business a place in which to operate—that the world was put in position, that mankind was created and sunshine ordained so that Business might have a subject upon which to experiment; that the human race was made to serve Business. Nowhere was there a word to indicate that the children of men might be the masters, and Business the servant. The definitions of Business were wrong, utterly, hopelessly and dangerously, wrong.

BUSINESS is the organized means of satisfying human wants. That is the only defensible definition of business that can be considered. As human wants multiply, business grows better. As civilization expands and men want automobiles as well as horses, airplanes as well as kites, whole fields of new business can be opened up. But you will observe this definition of business does not include the current idea respecting profit in business. On the contrary, if you agree with this statement of the essence of business, you will agree with its corollary, namely, that profit is the financial evidence of some unusual managerial quality, some excellence of service, some inventiveness, ingenuity, surplus energy, care. Profit ceases to be legitimate when it is drawn from any other cause. No profit is legitimate which is made because of the misfortunes of one's fellowmen. America is still sore over profiteering in sugar and justly so. America is destined to be ugly this winter at profiteering in coal, because it is a fair prediction that men will seize upon the desperate needs of their fellows to wring out of the public an indefensible profit in the distribution of coal.

UNFAIR or unjustified profits in business lay the whole structure open to criticism. There would be no danger in the radical propaganda of today if business were in a defensible position. The socialist who assaults our institutions finds his opportunity in the shortcomings, injustices and unfairness of modern business. The capitalistic system, as it is called, rests upon three institutions; the church, the school and business. The individual who teaches that business should exist for profit first and for service last, is teaching a false doctrine that will destroy business. If one

teaches that it is business to get and not to give, he is robbing business of its one defense against the onslaught of socialism.

WHAT form shall our defense of business take? In his assault upon capitalism, the radical challenges the right to private property. He says it is wrong for a man to own anything; that everything should belong to all. Poverty would be impossible unless all were poor. The present-day socialist evidently forgets to admit that it is quite possible for a nation like Russia to be miserably, pitifully, poor. Such a confession would not advance the cause of socialism. We ought to be prepared to defend private ownership intelligently if we defend it at all. The right to own property has not always existed. That right or that privilege was non-existent when our ancient forebears pastured their flocks on the open plains of Asia Minor. No man owned a foot of land for himself. No man owned a sheep, no man owned a goat. That was the one time in mankind's history when no person could get another's goat. No man had a goat to get.

BUT the tribal fathers discovered that a man would not till the soil, plant a crop and harvest it unless the tribe was organized to protect the industrious one in carrying thru his plan. A man would not tend his flock with unceasing care unless organized society protected him in the enjoyment of part of the fruit of his labors. This simple fact is the basis of all our present-day intricate law of private property. Civilization evolved the right to private property because such a right tended to advance civilization itself: But if the right to private property is abused to such an extent that it becomes a menace to the advance of civilization, then I know that society will rise up and destroy the whole system which fails to serve. If I did not believe this, I would have no confidence in the capacity of society to make progress.

I WOULD be equally contemptuous of the good sense of my fellow men if I thought them capable of continuing unchanged a system of private ownership that puts an increasing premium upon utter selfishness and an increasing handicap upon the ideal of service. Yet it is disconcerting, sometimes, to watch an audience which is listening to a business discussion and which fails to see that there are only two fundamental philosophies of business in all the world. One is the philosophy of absolute selfishness which teaches a man to get all that he can while the getting is good. The other philosophy is exprest by the slogan of Rotary, "He profits most who serves best"—a slogan that must not be interpreted in crass terms of dollars and cents, but which is so thoroly human that it teaches men to recognize those greater human values which last after money is done.

TO one of these two philosophies of business you must some time give your assent. You may do it unconsciously, but nonetheless the inexorable demands of the day will compel you to choose one course or the other. You cannot choose both. Between these two philosophies of business is a chasm so deep and wide that it may not be bridged by any self-delusion, any trickery with one's own spirit, any verbal camouflage. If you pride yourself upon being a practical man that refuses to be moved to any

nonsense by emotional appeals, you will probably cling to the philosophy of selfish materialism. Yet in doing so, you are laying business open to an assault upon its heart by every one of its radical enemies. In boasting of your practical turn of mind, you are most impractical; dangerously impractical. You are imperiling the whole structure of business because you are living a doctrine that cannot be adopted by a majority of the human race without absolutely destroying business. If you teach your employes that shrewd living consists in getting the maximum while giving the minimum to society—and if they learn the doctrine—you are inviting a practice of human selfishness in the midst of which you will be torn limb from limb. You dare not teach the doctrine of "getting" as opposed to the doctrine of "giving"; you are always in the minority and if they turn your own teaching upon you, they will eliminate you from further consideration. There is but one safe teaching today for grown men. It is to know that work is given to us as a privilege; that happiness comes from work well done; that the discipline of body and mind and spirit comes thru work as an unalloyed blessing and that "profit" is an incident to this glorious concept of genuine liberty.

**B**USINESS is the organized means of satisfying human wants. In the midst of the greensward surrounding the old City Hall in New York is the statue of Nathan Hale,

the young revolutionary patriot who gave up his life on the scaffold to serve his fellow men. The American army wanted information which Nathan Hale believed he might obtain. He was in business that day—tragic business—which ended with death. He was serving a very great human need. The fought-out, marcht-out, starved-out and worn-out American army wanted his help. He had made his choice of the opposing philosophies of business. He sought no profit; he did seek service. Standing on the scaffold with his last breath he regretted not the loss of time or of youth, or of money; "My only regret," he said, "is that I have but one life to lose for my country."

**P**ERHAPS you are fortunate enough to have a boy of your own. Perhaps you are a "practical" man; possibly you are hard headed, shrewd, cunning, a man prone to question the soundness of Nathan Hale's decision, but I challenge you to do this: stand your boy before you some day and looking in his eye, make your choice of a philosophy of business. If you can gaze steadily into the clear eye of youth and coldly determine to teach your son the doctrine of utter selfishness, meanness, littleness, dis-service—if you can do that—choose the business philosophy that goes with it—but men cannot do such a thing. All nature rises up to forbid.

## To a Good Atheist



HAT you can keep your crested courage  
high  
And hopeless hope without a cause,  
and wage  
Christ's warfare, lacking all the panoply  
Of Faith which shall endure the end  
of age,  
You must be made of finely tempered stuff  
And have a kinship with that Spanish saint  
Who wrote of his soul's night—it was enough  
With strange and splendid justice thru the skies,  
When last are first, then star-ward you shall take  
The praise and sorrow of your starry eyes.

That he should drag his footsteps tired and faint  
Along his God-appointed pathway. You  
Have stood against our day of bitter scorn,  
When loudly its triumphant trumpets blew  
Contempt of all God's poor. Had you been born  
But in the time of Jeanne or Catherine  
Whose charity was as a sword of flame,  
With those who drank up martyrdom like wine  
Had stood your aureoled and ringing name.  
Yet, when the secret day of God shall break

## To a Bad Atheist

*who wrote what he called a trinity of meek  
retorts to the preceding poem, which were not  
meek, but full of pride and abominable heresy.*

**P**OU do not love the shadows on the wall,  
Or mists that flee before a blowing wind,  
Or Gothic forests, or light aspen leaves,  
Or skies that melt into a dreamy sea.  
In the hot glaring noon tide of your mind  
(I have your word for it) there is no room  
For anything save sawdust, sun and sand.  
No monkish flourishes will do for you;  
Your life must be set down in black and white.  
The quiet half-light of the abbey close,  
The cunning carvings of a chantry tomb,  
The leaden windows pricked with golden saints—

All these are nothing to your ragtime soul!  
Yet, since you are a solemn little chap,  
In spite of all your blasphemy and booze,  
That dreadful sword of satire which you shake  
Hurts no hide but your own—you cannot use  
A weapon which is bigger than yourself.  
Yet some there were who rode all clad in mail—  
With crosses blazoned on their mighty shields,—  
Roland, who blew his horn against the Moor,  
Richard, who charged for Christ at Ascalon,  
Louis a pilgrim with his chivalry,  
And Blessed Jeanne who saved the crown of France—  
Pah! you may keep your whining Superman!

*From "Poems" by Theodore Maynard. Published by Frederick A. Stokes Co.,  
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# HOW TO TALK

Frank Bruce



HERE is no more uncomfortable member of Rotary than the poor fellow who hangs up the telephone receiver just after the Chairman of the Program Committee has said: "Bill, it's your turn to talk to Rotary on Tuesday, and I have put you down for the talk on your line. Make it snappy, Bill; the boys are all interested. We all expect a good talk from you. So long, Bill!"

Of course, Bill accepts the assignment like a good Rotarian, but for a few moments he is uncomfortable, to say the least. So many business men who are not accustomed to speaking pass thru all the stages of anticipation, exhilaration, and even plain, ordinary stage fright. We have all been thru it, and our sympathies have gone out to many of our fellow members. The new members need comfort and consolation—so here goes.

TO the exceedingly nervous and conscientious, a word should be said. Remember the boys are all with you. There is not a man in your audience who isn't holding thumbs for you. If you never talk in public remember we can see it in your face as you rise to speak. We like you for it and we want you to make good. So go to it and don't hesitate. The experience will make you a bigger and better man.

IT may seem exceedingly elementary to set down here suggestions on the preparation of a Rotary talk. You old experienced speakers must please read this with patience. Many of you have talkt for years, and your talks are a matter of habit. And yet, I believe that even our good clergymen members and our lawyers will verify the suggestions, supplementing my ideas with a few experiences which come to the seasoned orator.

IN THE first place then, Mr. Speaker, after you have deposited your receiver on the hook and the fatal message has penetrated your soul, sit back and think. Getting nervous or excited disturbs your thinker—don't do it. Swing back in your swivel chair, put your hands back of your head, and simply say, "What would the boys be interested in about this business?" Of course, it is obvious, this is the first question—yet how many of our speakers seem to have lost the question by the answers given in their talks! Let us accept at this point the fundamental Rotary principle that all business men have interests in common. Ninety per cent of the men who join Rotary anticipate the association with men of entirely different lines of human endeavor. Unconsciously, we all look forward to what the banker, the lumber man, the steel man, might tell of his business. Rotary is in this regard an expression of the desire of all human beings to exchange experiences with their fellowmen, to share in the joys and growth of a fellow citizen, of telling troubles to an older and wiser man, if only for the power of expression it gives. But I know the fellow who is to speak next week is itching for a suggestion, an idea,—something to get started on. Very well—here you are. In the first place, in talking about your business, don't try to cover its entire history, status or *modus operandi*. As you think about your talk, you will become ambitious to "cover the subject." Remember, you can touch only a few phases of it. The best kind of a Rotary talk is a twenty-minute talk—with ten minutes for questions and a prompt adjournment on time.

VERY well, you argue, the twenty-minute idea is fine—but what to say?—that is the question. The answer is just as obvious. All Rotarians are for the most part executives. They want to see the problems of your business from an executive point of view. A very good suggestion is this: as you past your mail this morning and yesterday and the day before, what problems seemed to emphasize themselves most? If you are a member of a trade association, what are the men in your line of work discussing most? Brief introductions about the growth and development of a business are splendid. But don't make the history so long it sounds like a page from your favorite trade paper. Some industries deserve historical treatment in the entirety of the talk. Of course, your judgment and your industry must suggest this. A careful avoidance of too much history is suggested merely to help you. As the colored soldier boy said to his neighbor in a base hospital in France who was groaning and exclaiming "Oh Lord, I'se going to die":—"Please, Oh, please, make it snappy, nigger."

OF the 55,000 members of Rotary it is comparatively safe to estimate that 90 per cent of our members are leaders and active participants in trade associations. The past few years has seen the multiplication of innumerable trade associations. To enumerate or suggest even a few would be burdensome and unnecessary. The activities in trade associations are, for the most part, identical. The manufacturers' associations are dealing in problems of labor, foreign trade, costs, coal, etc. The jobbers' associations are discussing the raw material markets, income tax credits, sales efficiency, etc. The retailers' associations are discussing price reductions, penny sales, chain store competition. In all associations of the three groups the problems are very largely similar, if not identical. Our Rotary Clubs should, with the passing of time, become the melting pot of all trades, industries, professions, etc. Leaders in trade associations are very largely Rotarians. The speaker representing an industry in his club comes to the club with the experience of his own business as applied to his own industry. The result as affecting our Rotary talks is obvious. If our speakers come to us bringing to every weekly meeting the message of his trade or industry, the immediate effect upon all Rotary talks would become the crystallization of our national thinking in Rotary. The suggestion as basic to all Rotary talks is simple. After six or eight years of careful attendance at the meetings of Rotary my own personal experience has been that the vast majority of our very best members and speakers forget in their anxiety this simple little elementary suggestion.

THERE isn't a Rotarian worthy of the name who would not give very much indeed to be able to sweep the clubs off their feet with inspirational stuff. The meetings of Rotary Clubs thruout the country are remarkable for their spontaneous response and enthusiasm. A Rotary audience is an assurance of cordiality, sympathy and good will. But the day is past in our local Rotary Clubs when the arm-swinging, mouth-twisting stentorian barn-stormer can "get away" with anything and everything. The thinking group in every club is quietly beginning to demand ideas and will give response only to a man with a message. With our multiplicity of associations in all cities, our audiences are

demanding talks of a more thoughtful nature and less of the empty generality. And this confirms the point already made. There are certain facts common to all trades and industries. We are all tremendously interested in knowing how you are working your problems out in your line. Any paper you may present, any talk you may make if it merely develops one or two ideas, checking with the experiences of our members, or suggesting an idea for the solution of a problem, is worth while. It's true we all like to be inspired, but it is worth considerably more to carry an idea back to your office and make it work.

IT would be presumptuous indeed on my part even to assume to attempt to suggest what the Rotary talk of the future should be. If this humble effort will merely start our membership in formulating a demand for a new type of Rotary talk and if the demand will crystallize the thinking of our officers, the new Rotary talk will formulate itself. There must come a new type of talk in Rotary if only to give public expression to the ideal of service we are con-

stantly re-establishing. As practical men we never hesitate to solve a problem in a simple, direct manner; omitting frills. Our Rotary talks have at times permitted the frills. The war and its aftermath leaves us a horde of professional speakers with no message; but a multiplicity of axes to be ground. As we fellows sit back in our chairs from week to week, quietly anxious and eager that Rotary may grow, we feel a keen disappointment when our confidence has been abused. Our officers cannot always be blamed for all speakers; but a poor speaker is a pronounced detriment to a cause.

THE new Rotary talk, free from all selfishness or the preaching of propaganda, will adhere to an ideal of service. The new speaker must be help in his understanding of the basic principles of Rotary. If our new men miss the big idea occasionally, the fault is ours in our teaching. The outsider who addresses Rotary can be handled by our Program Committees. For the most part, our new Rotary talk is not a problem of preparation so much as a problem of thinking. We want something of maximum service to us all.

## Jacob R. Perkins Comes to Headquarters

BORN in Renick, Missouri, about forty years ago he was schooled in the grammar schools of that village; went to high school at Macon, Missouri, and Drake University (Des Moines). He entered the ministry at nineteen, and between that time and his early childhood did many things. He sold papers on the streets of St. Louis and was a paddock boy at the old south side race track when he was fifteen. When he was sixteen he traveled over the middle west with the great companies of idle men and had for his bed in Chicago the lake front for ten days in October during the early nineties when labor troubles were tying up the railroads. He played semi-professional baseball, served a rigid apprenticeship of four years in a carriage shop, and finally wound up at the university. After his university days as a theology student he served churches in Iowa, Missouri and San Francisco, California.

HE went to Sioux City in 1912 and was soon identified with the Rotary Club of that city. He recommended the creation of the Social Service Committee of that club and was its first chairman. He served as Vice-President of the club and chairman of the Program Committee for one year and was on the Board of Directors for two years. While at Sioux City, tho not officially appointed, he assisted in drafting the Rotary Code of Ethics and presented it to the Convention at Houston, Texas. That year he was chairman, and the first one, of the Clergyman Section in Rotary, and corresponded with over fifty Ministers, Priests and Rabbis in the



Jacob R. Perkins

movement. At San Francisco he gave the banquet address of the International Convention at the Palace Hotel, speaking on the new moral code in modern business. He was a member of the International Committee on Boys Work in 1916.

HE WAS in Chautauqua work two seasons. He was the western correspondent for *The Christian Century* and conducted an independent page on *The Pacific Christian* from 1910 to 1912. He has had short stories accepted by *Sunset Magazine*, *Pacific Monthly* and several other lesser publications. He has written special articles for *The 20th Century* and various business magazines, including about a dozen articles for *THE ROTARIAN*. In 1917 he wrote *A Thin Volume*, perhaps the first romance in Rotary, and it sold twenty-one thousand copies. That same year he became warden of the Iowa State Penitentiary and put Rotary principles into the management of that penal institution. He

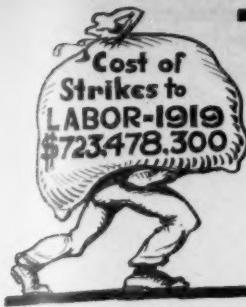
has given his experiments on that score in addresses to the Rotary Clubs of St. Louis, Kansas City, Sioux City, Council Bluffs and on many other occasions. He resigned his position as warden of the Iowa State Penitentiary in August of this year to become Executive Secretary at International Rotary Headquarters.

IN 1901 he married Stella B. Wander of Onawa, Iowa. They have two sons, one who will attend the University of Chicago and the other the high school at Morgan Park, where they live not far from Paul P. Harris, the founder of Rotary.

## City Airs

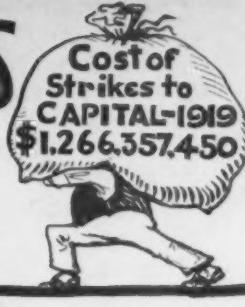
FOR there is an air about a city, and it has a way with it, whereby a man may recognize one from another at once. There are cities full of happiness and cities full of pleasure, and cities full of gloom. There are cities with their faces to heaven, and some with their faces to earth; some have a way of looking at the past and others look at the future; some notice you if you come among them, others glance at you, others let you go by. Some love the cities that are their

neighbors, others are dear to the plains and to the heath; some cities are bare to the wind, others have purple cloaks and others brown cloaks and some are clad in white. Some tell the old tale of their infancy, with others it is secret; some cities sing and some mutter, some are angry. And some have broken hearts, and each city has her way of greeting Time.—*Lord Dunsany*.



# THE ETHICS OF STRIKES

By Joseph J. Ayd



STRIKES are not fresh pimples on the face of labor. Novels like Churchill's *The Dwelling Place of Light*, Poole's *The Harbor*, and Hedges' *Iron City* might incline one to imagine that this form of servile revolt is a twentieth-century addition to the world's civilization. History, however, unblushingly offers evidence to the contrary. As far back as 1767 we read of an organized weavers' strike in Dublin that very nearly took the wool out of the woollen industry. By 1835, in fact, strikes had become so numerous that a New York paper asserted that "Strikes are all the fashion." From 1881 to 1905 there were, on an average, 1,470 strikes yearly, that is, four strikes a day for every day of the year. And few of us, I am sure, were not filled with amazement by the estimates of the losses to labor and industry thru strikes for the year 1919, publisht in the New York *Sun*, December 15, 1919: "Since January 1, this year, strikes in this country have cost labor about \$723,478,300. Meanwhile and incidentally capital was suffering a loss approximately \$1,266,357,450." In New York State alone there were, between January 1 and December 10, 1919, 278 strikes.

NO honest student of industrial conditions will see in the labor agitators or professional malcontents the sole cause of these widespread and distressing upheavals. Unhappily, we have these agitators with us, and they certainly deliver smashing blows to industry, but to lay the whole blame of social disturbances at their door is a species of blind prejudice that engenders more harm than good. You could collect all these lurid figures into one great crowd, cast them into jail, and yet, sad to say, strikes would go merrily onward. "To see in the agitator the sole cause of a problem and a movement that girdles the planet is plain bankruptcy of intelligence."

LOSELY speaking, a strike is any widespread quitting of work. Strictly considered, however, a strike may be defined as a concerted cessation of work on the part of a large number of workmen for the purpose of securing the assent of an employer to certain specific demands. In the twenty-first annual report of the United States Commissioner of Labor, publisht in 1906, a strike is defined as "a concerted withdrawal from work by a part or all of the employes of an establishment, or several establishments, to enforce a demand on the part of the employes." Hence a strike is an organized movement, involving a simultaneous cessation of work on the part of a number of workmen, not for the purpose of changing their place of employment, but rather with the purpose and the prospect of regaining their old positions on better terms.

STRIKES may be distinguisht into three classes: The direct strike, the sympathetic strike and the general strike. The direct strike is usually simple in form and is an organized cessation of work by a number of men laboring under the same industrial grievance. The late coal and steel strikes of unhappy memory are samples. A sympathetic strike, on the other hand, is not simple; it is hydra-headed. It is a strike of workers out of pure sympathy. It is, scientifically speaking, a concerted quitting of work by

men justly treated for the removal of a grievance or grievances of other workmen who have "struck" for their "rights." As an example, suppose the brakemen of a railroad quit their work simply and solely because the trackmen, on strike for a demand for fewer hours and better pay, are fighting a losing battle against the company. The strike of the brakemen would be sympathetic. A general strike, the apple of the eye of syndicalism, means a concerted and morally universal quitting of work on the part of all workmen (proletariat) for the avowed and sole purpose of exterminating capitalism root and branch and installing the State, or trades unions, or soviets as the owner of the sources and means of production.

ARE strikes ever morally justifiable? The answer to this question is a large order. To throw a whole community or a whole nation into chaos on the off-chance of benefiting oneself or one's class or combination is playing with vital issues and is not easily justified. No one will, however, dispute the workman's clear right to quit his job at any time he wishes, provided that he does not thereby violate the conditions of a contract voluntarily and freely entered into. But when there is question of the right of a number of men to unite and formally agree to quit work simultaneously, involving by their action considerable inconvenience and financial loss to themselves, and especially to their employers, then we have another pair of sleeves, and the case assumes a serious aspect.

LET us study the simple or direct strike first. Moralists assert that this form of strike is not in itself an evil; that is to say, when considered apart from the circumstances that usually attend and follow it, it is not unjust or wrong. But because of the grave character of the evil consequences that dog the steps of strikes, their moral justification depends wholly on the fulfillment of certain obvious and necessary conditions. These conditions, which apply to any direct strike in any industrial center or plant, may be briefly stated thus: (1) There must be a sincere and genuine grievance to be remedied: such as deprivation of living wage. (2) The strike must be the last resort, that is to say, safer and less drastic measures must have proved inadequate. (3) Supposing a sound prospect of ultimate success, the good results to be obtained must be reasonably proportional to the unseemly consequences of the strike to the community.

THE first of these conditions needs no comment. An action, in itself harmless, but accompanied by harmful effects, may not be placed unless a just cause makes it imperative. The second condition also seems clear. If a dispute between workmen and their masters can be settled by safer methods, then the parties thereto are morally bound to settle it accordingly. The third condition contributes the bone of contention. It is based upon some undeniable dictates of the natural law. When God formed man he gave him a social nature, thereby ordaining that he work out his destiny in society. Now society, as we know, would be utterly impossible unless its members willingly submitted to certain sacrifices for the common welfare. Therefore, when discussing the morality of a strike entailing, as it does, the exercise of violent human passions, we must carefully consider just how far it will affect the common welfare.

**W**HEN we come to study the sympathetic strike we find we are treading debatable and dangerous ground. Simply mention the sympathetic strike to some folk, and at once they begin to fashion thunderbolts. Even the authorities are at loggerheads. However, with a clear eye to complex, modern industrial conditions, we may distinguish two kinds of sympathetic strikes, and assert that one is wholly justifiable and the other doubtfully so, or not at all.

**L**ET us suppose a strike has been declared in one of the various branches of labor controlled by a single firm. The workmen have been summarily refused, say, a living wage—that is, a wage sufficient to support themselves and families in reasonable comfort. Having failed to receive redress, and knowing from sad experience the impotence of courts and the strange unwillingness of the state to interfere, they have "struck" for their just demand. During the progress of a losing fight, they appeal for assistance to their fellow-workmen employed in other departments of the same plant. These latter, however, have no personal grievance, and yet, out of regard for the welfare of their less fortunate fellows, and after having made futile representations to the firm, vote a sympathetic strike. Can such a strike be justified?

**T**HE answer is yes. The mere continuance at work of the more fortunate workmen would assist the firm in its unjust treatment of the supposedly enslaved section of workmen. In the case cited the firm has, in effect, constituted itself the unjust aggressor by endeavoring economically to force men to be parties to a contract which is ethically indefensible.

**S**UPPOSE, now, that the unjustly treated workmen lodge their appeal for help with workmen hired by an entirely different firm. We take for granted that this latter firm is uniformly fair to its men. But, by extending its patronage to the unjust firm, it is, mayhap involuntarily, assisting it

in its oppressive methods. Can we justify the workmen of the just firm in declaring a sympathetic strike against it, unless business relations with the unjust firm are severed?

**T**HE answer is no longer simple. This sort of sympathetic strike is based on the doctrine of "tainted goods," and, according to most moralists, seems to be ordinarily unlawful for several reasons. (cf. Cronin, *The Science of Ethics*, Vol. II, p. 365.) In the first place, a strike of this kind is opposed to the nature of the labor contract. The workman hires out his labor to his employer, and by his contract gives the employer the full use and direction of his labor. It is the employer's business then to determine the nature and amount of the work to be performed and what goods are to be handled in the contract. Secondly, the immediate effect of this kind of strike is not the favorable ending of the original strike, but the spreading of the strike. Thirdly, a strike of this kind carried to its logical extreme would mean a universal quitting of work the country over for the sake of a comparatively small group of men. This militates against the principle that there must be a proportion between the means used and the effect to be obtained.

**T**O the general strike, as defined above, we can give short shrift. It is the pet of the Reds and the Bolsheviks. Its one sole purpose is to overthrow the so-called capitalist system and substitute sovietism, already shown to be unadulterated moonshine by the autocratic measures of the Russian "Dictatorship of the Proletariat." This kind of strike is wholly unjustifiable. Its aim, the total extinction of private ownership in capital, cannot be justified, and the means approved and adopted to accomplish this aim are strikingly unlawful. The capitalists of today, no matter how much one may wish to berate them, are *bona-fide* owners, and no one is justified in attempting to injure them, render their property useless and in myriad shady ways force them to surrender what is rightfully theirs.

### Memorials

**O**NE of the most beautiful tributes to the fallen soldiers of the late war is that of the Rotary Club of Chicago, which planted a grove of trees in one of the public parks—a tree for each member or son of a member who fell.

**N**O marble cold immortalizes these,  
No granite shaft, nor graven monument:  
Their fame is written in eternal trees  
To mark the path of glory that they went.

The proudest stone shall crumble into dust,  
The brightest letters dim in distant years,  
The tooth of time shall gnaw the statued bust—  
But trees, kept verdant by all Nature's tears,

Altho they fall, shall rise from their own seed  
To tell the tale of sacrifice again,  
The story that the passing strangers read,  
Re-told to centuries of other men.

This is the one most fit memorial—  
For neither man nor tree forever dies:  
Before the autumn storm the giants fall,  
But, in a fairer spring, again arise.

The heroes fall before the storm of war,  
The lightning steel, the thunder of the guns—  
But all they did shall bloom forever more  
To shade humanity's remotest sons.

And so on shafts of green we write each name,  
The hero host becomes a host of trees—  
An endless monument to endless fame,  
Deep-rooted in immortal memories. —*Douglas Malloch.*

# COSTS as a BASIS for PRICES

by Frank Wilbur MAIN



HISTORY confirms the fact that each generation considers its problems more difficult, more unusual and more far-reaching in their effect than any that ever confronted human-kind before. It is also an universal human trait to feel that the solutions used in working out these problems are new and original. "This is the *new* day of costs and cost accounting," we are told, and in one way or another every business concern and every association and business man is being urged to base the selling price of products upon the cost thereof. This latter I, of course, subscribe to and agree with; but I am afraid the impression is often created that the calculating of costs is something new and peculiar to our own day and generation. If we will but stop to think, we must realize that in every day and age costs were obtained, not perhaps in all their latter day refinement, but obtained, nevertheless.

SOME nineteen hundred years ago, the greatest Teacher of all times made a statement in a manner which indicates that the obtaining of costs was well recognized even then—"Which of you, intending to build a tower, sitteth not down first and counteth the cost, whether he have sufficient to finish?"

THE subject of costs is a branch of the science or art of accountancy and has been developed by accountants. These gentlemen, tho not then so named, were in existence at the time of Caesar and helped to calculate the cost of his foreign conquests. When Columbus discovered America the profession of accountancy was well established and this presupposes a knowledge and use of costs. The *Encyclopedia Britannica* defines accountancy as "a science by means of which all mercantile and financial transactions whether in money or in money's worth, including operations completed and engagements undertaken to be filled at once or in a future however remote, may be recorded; and this science comprises a knowledge of the proper methods of preparing statistics . . . and of ascertaining or estimating on correct bases the cost of any operation whether in money, in commodities, in time, in life or in any wasting property."

SPAKING generally, and recognizing, of course, individual exceptions, costs have always, and of necessity, determined selling prices. The great trouble has been that while you would never fail to get attention when you talkt of selling prices, each man thought his cost system was either too secret to be discuss or too unimportant to require special study. For the man with the latter view, the price his competitor charged was usually a sufficient cost system.

HERBERT Hoover in a very interesting article on *Agricultural Readjustment and the High Cost of Living* in a recent issue of the *Saturday Evening Post* has stated that the cost of raising various farm products in this country is not the determining basis of selling prices; but that these selling prices are fixt by the impact of world wholesale prices. In other words, in

respect to certain farm products which are grown the world over, the world cost rather than the United States cost is the predominating factor in this country. With certain modifications this is true and confirms the fact that taking any product over a wide enough field, the selling price for any long continued period cannot be less than cost.

I KNOW that many will say that it is possible, even over a wide territory, to omit certain costs and still to continue production for a long period of time; also, that it is possible for large business groups to carry on extensive side-lines at the expense of more lucrative products. I, however, still contend that the cost of any product over a sufficiently wide area or territory, including reasonable wages for the proprietors and a reasonable wage or interest return on the invested capital, is the dead level below which business or industry cannot indefinitely survive. The instinctive struggle for life is so strong that no human being will willingly suffocate, and likewise no business will forever continue on a basis from which it cannot grow or develop. I am not speaking of unwarranted individual business enterprises; I am speaking of business trades and industries as a whole.

IF cost is the basis for prices, it is well to consider briefly just what is included in cost. I am not now speaking of "cost" as a technical accounting word, which in many cases only includes part of the actual elements that determine the basis of prices, nor am I including in cost the profit which is and must be the inherent and natural reward of industry, ingenuity and genius (which profit is just as necessary for the continuation of any form of civilization as the elements of cost itself). The cost I am speaking of includes:

1. Wages and salaries.
2. Materials and supplies.
3. Overhead or burden, including administrative, general and selling expenses, depreciation, depletion, etc.
4. Remuneration of proprietors for own services.
5. Remuneration of investment for use thereof.

THERE can be no question as to the first three classes of expenditures. Our farming friends are just beginning to realize that their farming costs include a reasonable remuneration for the farmer and the members of his family for their own labor. This is also true in all other enterprises. The individual merchant often feels that he has made, say \$15,000 in a year, when as a matter of fact he has only made that part of \$15,000 which is in excess of a reasonable remuneration for his own services and a fair return on his capital invested.

THERE has been a great deal of discussion among accountants as to whether interest is or is not an item of cost. It is certain that that part of the investment in any business which is represented by borrowed capital carries an interest charge as a remuneration thereof, which must be provided for. That part of the investment in excess of borrowed capital has just as

much right to a fair remuneration as a farmer has for his own labor on his own farm, and unless properly rewarded, capital gradually wastes away of dry rot. In these days when men are considering very seriously the various phases of industrial democracy, and when so much emphasis has been placed upon the interest of the workers in the profit of the business, the inherent right of a return for capital on itself—for its own services—should always be kept in mind.

WHILE costs are a basis of price, I am opposed to any attempt to place selling prices generally upon a cost-plus basis. Cost-plus contracts and cost-plus arrangements have almost always been found, and I believe usually will be found, productive of waste, inefficiency and extravagance. I am in favor, however, of each industry, as far as possible, standardizing its fundamental methods of cost-accounting procedure. I am so certain of the economic principle that cost forms the basis of all prices, and am so opposed to *en masse* regulation, believing that the same stifles individual initiative and enterprise, whether Governmental or associative, that I believe industries as a whole will prosper most naturally and effectively insofar as all artificial restraints are removed. Accurate knowledge by each association and by each business man of his costs is the one unfailing safety valve.

WHILE it is probably true that limited Governmental regulation is necessary in respect to certain industries, I believe that the public could be far better protected if our Federal trade agencies were directed to the correction of abuses as the same arise, rather than to the regulation of all businesses and industries, as now seems to be attempted. I also feel that there is grave danger in individual associations attempting a regulation in their own trades which, on the part of the Government, has been found to be most unsatisfactory, and which I believe will be found almost equally unsatisfactory by whomever it may be attempted.

WE are realizing that any addition to nominal cost, as for instance, unscientific excess profit taxes, automatically and unfailingly raises prices to the customer. From general comment we might be led to believe that such a result was something that could not be foreseen; but in 1767, 153 years ago, there appeared in the *London Magazine* the following statement:

**E**VERY new tax does not only affect the price of the commodity on which it is laid, but that of all others, whether taxed or not and with which at first sight it seems to have no manner of connection. . . . .

"Taxes, like the various streams which form a general inundation, by whatever channels they separately find admission, unite at last and overwhelm the whole. . . . .

"The increase of taxes must increase the price of everything, whether taxed or not, and this is one principal cause of the present extraordinary advance of provisions and all the necessities of life."

This is not a time to discuss taxes and I am only mentioning this matter to illustrate that any unnatural addition to cost cannot do other than produce unfavorable and distressing results, whether it be unscientific taxes, expensive regulation, unwarranted profit, or any other undue addition. From a purely selfish standpoint, I am opposed to the addition of any excessive or unusual profit and I believe that no trade association can do any more important work than to agitate against unreasonable profits. Unreasonable profits will, in the long run,

look upon from a world viewpoint, bring untoward results just as certainly as inadequate profits; and will do just as much to upset business conditions and cause just as much social unrest. Everything that any business, industry or association can do to reduce costs thru increase efficiency and increase production to keep all profits at a moderate level, will not only result in prices that will in the aggregate give the largest profits; but thru lower prices and increase production will not only best serve mankind, but will to that extent allay just social unrest.

IN passing, I might add that increasing the utility of a product to the public is also a most useful field for any trade association. Just one illustration: The Standard Oil Company became the great industrial giant, not thru boosting the price of kerosene oil, but by reducing the price thereof thru industry, genius and efficiency, until it was so low that the poorest Chinese coolie was able to go to bed in China with an American kerosene oil light. Contrast the cost system of the Standard Oil Company with the *almost* cost systems we meet in our profession: the latter I can assure you are in the majority. They can best be compared to Captain Cuttles' watch, of which the Captain said: "If I could only remember to set it ahead half an hour in the forenoon, and back a quarter of an hour in the afternoon, it would keep time with anybody's."

IN conclusion, I would summarize:

First: Costs are not only a basis, but generally speaking, always *the* basis for prices.

Second: In order that these prices may be neither too high nor too low, actual costs must be accurately determined.

Third: In order that individual initiative and genius may have full play, all outside regulation as to prices should be as far as possible eliminated, and trade regulation should be directed to seeing that abuses are eliminated, or, in other words, that the rules of the game are not only fair, but are complied with.

Fourth: No association, thru gentlemen's understandings or otherwise, should control the selling prices of its trade. On the other hand every legitimate effort should be made by every association to reduce costs and prevent undue profits; at the same time increasing production to the maximum as well as the utility of the product to the public. A final word: whenever you attack your particular cost problem, tack over your desk this saying of Napoleon: "To succeed, one must sometimes be very bold and sometimes very prudent."

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### American Chamber of Commerce in Berlin to Open

AMERICAN exporters will be very much interested in the announcement that the American Association of Commerce and Trade (American Chamber of Commerce) of Berlin, Germany, is to be re-established. The Chamber of Commerce of the United States has been notified that a New York advisory board has been established for the purpose of reorganizing the Berlin Association. W. R. Steinway, 107 E. 14th street, is chairman of this board. The Association will be reorganized to limit voting power to Americans, assuring American control.

The outlook is hopeful that the men who are re-establishing this organization will be successful in building out of the old association an American Chamber of Commerce that will do good work and have the respect of all business communities. There is a distinct commercial need for such an organization in Berlin at all times and particularly now when the American government has no peace-time representations in the German capital.

# SELLING YOURSELF *by Martin Zielonka* to your CHILDREN



IFE is salesmanship. It is barter and exchange, where we purchase in proportion to the amount we pay. The young man gives his love to a maiden and asks her love in return. The child gives obedience and affection and asks love and care in return. The mother gives tireless nights and days of drudgery and worry and asks decent manhood and womanhood. The father toils, against odds, to obtain necessities and luxuries and asks devotion in return. And, since life is salesmanship, are you selling yourself to your children? I understand that the business man makes a distinction between the salesman and the "order-taker." The first is the individual every firm is seeking, the latter is one a firm will hire temporarily to fill a vacancy. Are we order-takers or real salesmen?

LET me make this distinction clear before I proceed. Do not too many men and women take fatherhood and motherhood as a matter of course and, therefore, feel that their children will somehow grow into worthwhile manhood and womanhood? Do not too many men and women take parenthood too lightly and never worry except when John or Bess are sick? Such persons I designate order-takers in the extremely serious business of parenthood.

AND if you are an order-taker in so serious a business, I want to present the ways and means of becoming salesmen of your best selves to your children; and if you are already such salesmen, perhaps a suggestion here and there may make you expert salesmen. The most serious problem in every household is the proper training of children and *the proper training of children is the science of salesmanship within the home*. It is our business to sell the best in us to our children; it is our business to sell honesty, truthfulness, sobriety, uprightness, fearlessness, manhood and womanhood to those for whom we are responsible. And when we fail in this kind of salesmanship, we fail in everything, for failure brings heartaches, disappointments, worry and sleepless nights.

SOME will declare, "We give our families all that they desire. We give them ample and nourishing food, sufficient clothes to keep their bodies warm and sufficient funds to obtain some of the recreations of life." This gives them only the essentials of the animal life; it does not give them ourselves. Children are exceedingly complex animals. Every father and mother knows this and some would probably say that they are "contrary creatures." Because this is child nature, we owe it to ourselves to know more about it and by this intimate knowledge learn to sell the best within us to their growing needs. Children are the surest test of our sincerity. We may think that we can fool them, but rest assured we cannot. We cannot teach them one thing and act the contrary. They will want to know "Why?" and if our answers are not honest, we raise doubts in their minds against all our teaching.

IT is impossible, within the limits of one article, to present a complete selling plan for selling yourself to your children. It is useless to try to give axioms. I shall simply

present two or three concrete facts of the earliest and most impressionable period of childhood. All mothers or fathers, at some time, feel that their children are becoming the biggest liars ever created. They are worried by what they hear the little ones tell. Their fabrications reveal the resources of a Munchausen. Such wonderful tales! Such marvelous stories built out of wholecloth! At that very period we must be ready to sell ourselves to our children and permit no social engagements to interfere. It is often no fault of ours that children do not continue the practice of lying: their change to the path of truthfulness is due to the fact that the Good Father takes special care of His children!

WHEN that time comes in the life of our children, what do we usually do? We lose our temper and scold or whip! We put them in the corner or in a dark closet (and the night before we told them about the hobgoblins) and they are temporarily frightened. We try to force them to tell nothing but the truth. In this way, we stifle their imagination. God bless the little ones! They are not lying. Their imaginations were at work and that imagination properly directed may develop an Edison, a Marconi, or a Wright. We fall down badly at such times. We do not wait to investigate. I am reminded of the little girl who came to school and told teacher that sister would not be present because she had fallen down the steps and had broken her arms and broken a leg and bruised her body: but when teacher called at the house, she found that the child was not absent on account of injuries. And when the little tot was asked why she had told such a story to teacher, she truthfully stated that she liked to see teacher's eyes bulge out when such details were narrated. This is a vital problem. How are you going to sell your sense of truthfulness to your child without stifling the power of imagination? When your child is put to bed, have a few moments for "make-believe" stories. Tell one; a big one; just give your imagination full sway; but do not tack a moral on to your story. Then let the little one tell one. He will use his imagination and he will know that it is a "make-believe" story. Is it worth while selling yourself to your children in this way?

OF course, no reader has ever had any trouble in teaching children cleanliness! Of course, your boys and girls always come to the table with washed hands and face and never go to bed without first jumping into a bath or washing hands and face! If so, you are fortunate, for I know many fathers and mothers who feel that their children must carry all the loose real estate and soot in the neighborhood. They are the dirtiest youngsters one can lay eyes on. You need to sell your ideas of cleanliness to your children! How do you do it? By scoldings and whippings? They don't seem to get anywhere; the same reprimand must be repeated at the next meal or the next night. Is there a better method of salesmanship? Your little boy or girl is tucked away in bed and you find the hands and the face dirty; but mother does not like to kiss a dirty boy and so they talk it over and laugh about it, not scold, and then the little one slides out of bed and returns clean. Again he is tucked in bed and when he asks for his story, mother tells him about "Pig Brother." She does not moralize and she draws no inferences; she leaves this thought uppermost in his mind as he falls asleep.

She has sold cleanliness to her offspring. Once, a little girl who had been told the "Pig Brother" story was riding about the country lanes admiring the flowers and the hills and the houses, till turning around suddenly, she slipt from her seat and hid her face. When the parents looked in the same direction they saw a pigsty, which was the reason for her action.

MOST parents can recall that period in their children's lives when they could not appreciate the "thine and mine" of the neighbors' and the family's possessions. You worried about it. How many sleepless nights did you not spend contemplating the thought that your offspring would surely end in jail, go to the penitentiary and disgrace your name? What did you do about it? How did you sell your convictions about honesty and property rights to them? Was it by scoldings and whippings and lectures galore? You know you did! And yet the child did not know any better. I am reminded of some little tots I saw appropriating apples from a huckster's wagon. I stopt and said, "Are you not ashamed of stealing apples from the wagon?" Some of the boys ran away, but a little red-haired, freckled-faced youngster lookt me square in the eyes and said, "Who's stealing?—Simply hooking one." If this incident were reported about your boy, how would you sell him your conception of honesty, your ideas about property rights? By a whipping, a lecture or sending him to bed hungry? Probably so! But don't you think that he might gain a finer appreciation of all you are endeavoring to do, if, by the reflection of the grate fire as he sat upon your knee, or after he is tuckt away ready for bed and askt for a story, you told him something like this:

"Once upon a time there was a little boy named John, who workt in a bank. He swept the floor, he cleaned out the waste-paper baskets, he dusted and he ran errands. And each week he took his money and gave it to his mother. But John was not happy, he was worried. His father drank up all he earned, his mother was sick and his little sister could not walk. Now he was more worried than usual. The

doctor had told him that his mother was growing weaker, that she might get well if she were sent into the country and the fresh air. In the city she would simply waste away. But where was the money to come from? His meager earnings hardly supplied the necessities!

"And one night, as he was cleaning out the waste-paper baskets, he found a roll of bills. It was a big roll of bills and he saw some yellow-backs in it. This would be enough to send mother and sister to the country. No one knew he had it. He had found it and at any rate, finder is keeper. So he put the roll in his pocket and started home. But the money did not rest easily. Every one seemed to be looking at the money in that pocket. He moved it from one pocket to another; first to this side and then to the other side, and then to the hip pocket.

"An hour after John had reacht home, he came breathlessly to the bank, knockt on the door, was admitted, rushd to the president's office, gave him the money and then rushd out.

"The next morning the president called him into his private office. 'Why did you return the money, John? Nobody knew you had it or suspected you. I know why you wanted it and what the money could buy. Why did you return it? And John lookt into the eyes of the president, while tears came to his own and said, 'All my life I must live with myself and I do not want to live with a thief.'

"The next morning, mother and sister went to the country; but not alone. With them was John, who had received a special vacation as an appreciation of his honesty." Do you not feel that such a story would sell your ideas of honesty and rights of property to your children?

I N this cursory way I present to fathers and mothers some ideas of the finest salesmanship plan in the world—the selling of yourself, your best thoughts and your ideas of right and wrong, to the most eager customers in the world, your children. Is the message worth while? If so, pass it on to the next and the better generation.

## A Fundamental Need in Boys Work

By Walter W. Strong

**I**N REPLY to the publicly put question, "What is responsible for the present crime wave?" one answer recently given in New York was, "The lack of parental attention to children's spiritual education." In commenting upon this answer, *Brooklyn Life* express the belief that it was the nearest to the truth of all the answers, and went on to say,

"While perhaps the children of a considerable percentage of the moderately well to do in this country were never better brought up, the lack of moral restraint or discipline, let alone spiritual influence exerted by American parents in general, irrespective of means, over their children seems from our own observation to be apathy. Children, whether of the humble or the wealthy classes, generally speaking, seem to be permitted to follow their own sweet will as to what they do with their leisure time, where and with whom they spend it, and even at what hour they return to their homes at night. The poor dears are not be denied anything they desire, and we have actually heard a wealthy woman with three spoiled boys say: 'They will have a hard enough time when they grow up, so I believe in letting them have their fling while they are young,' never realizing that she is laying up as hard a future for them as possible without making them one whit happier now by letting them follow their own untrammeled inclinations."

**T**HROUGH surveying the boy life of New York City the Rotary Club found some startling facts regarding delinquency. In a large and thickly populated section of the

Lower East Side, where the need for boys work had been so recognized that various boys work organizations had establisht branches of their work, one boy in each two hundred ( $\frac{1}{2}\%$ ) was brought before the Juvenile Court. In a similar sized district up in the less thickly populated residence section of the Upper West Side, where, because of the supposed good conditions, it was deemed unnecessary for boys work organizations to establish their work, it was found that one boy out of each one hundred (1%) had to be dealt with by the court. If the Boy Problem is to be solved it will have to be done in the home, and something more is needed in the so-called "good" homes than money and fine furnishings. That something is named by Charles Aubrey Eaton, associate editor of *Leslie's Weekly*, in the August 14 issue of that magazine. He says in part:

"Everyone is agreed that the anguished and shattered world bequeathed us by the war needs radical reconstruction. Life is hard and growing harder. The poor have escaped from poverty, but they are restless, unhappy and cynical. Everyone is seeking pleasure and never seeming to find it. The emancipated are worse off than they were before they discovered the 'new freedom.' In the midst of plenty there is scarcity, and with the same number of people that we had before the war we cannot get our work done. What is the matter? And what is the cure? The fact is that men have lost the art of living together. And they are trying to get back the lost art by impossible means. Society is held together by spiritual bonds.—This is the

elemental truth that just now is either ignored, denied or forgotten. It is not good for man to live alone. It is impossible for him to live with his fellows on a basis of self-interest. Nor can he build a society upon rights either of property or persons. All these are real factors in real life, but they are not the mortar which holds the building together. The constructive energy and principle of civilized society is spiritual. It is not the house that makes a home. Something else is necessary. And that something else has to do with the souls of men. We call the thing Religion. *Religion is the determining factor in human life.* The quality and destiny of races and nations have always been determined by the kind of religion they had. Religion is the social binder without which you cannot have a society, and the quality of the religion determines the character of the society as it determines the character of the man. In industry the employee is fighting for his rights. He wants more money, shorter hours, better conditions. The employer, on the other hand, is in business for the money there is in it and for the love of the game. Baffled at every turn by the recalcitrant employee, he becomes sour, cynical and, after a while, falls to fighting with his back to the wall for his rights. Out of this impasse can come nothing good. And it cannot be changed except by a change of heart and mind. Here is the place where religion is needed. *If religion won't work in this world, it can do nothing for us in the world to come.* If it is of no avail on Monday in the factory it is valueless on Sunday in the sanctuary. Indeed the true sanctuary is where men strive and toil and suffer and live. If God is anywhere, He is with men where they have to bear their burdens and where their manhood meets its daily test in daily tasks. We shall never get back to social sanity until we regain our spiritual perspective. What difference does it make whether a man is rich or poor if his soul is aflame with hate and

fear and envy and greed? And how can he correct his warped judgment on these matters until he begins again to measure himself, not by the weakness of his fellow-men, but by the majesty and holiness and love of God? The great outstanding fact about the Creator of our universe is that He works here and now. Men tire and sleep, but God pours his unceasing energy through the infinite channels of nature without ceasing. Work is divine because God works. And every honest effort of mind or hand made by man is proclamation of man's sonship and partnership with God. *When work becomes once more a sacrament and service we shall find genuine peace returning to heal the hurt of the world.* Men never will know that they are brothers until they realize that they are sons of the one great Father. It is this consciousness of God that holds the world together."

**W**HAT can doubt that it is the spiritual in Rotary which has made it live and develop beyond the highest hopes of its creators? If we see that Mr. Eaton has spoken truly, then it must be evident that we must see to it that into our own lives and the life of every growing boy is woven true religion as a vivid reality and as a thing of paramount importance in the achieving of that satisfying success which all wish for but so few find. To this subject let Rotarians in general and the Boys Work committees in particular give earnest thought, remembering the power of example and the words, "I can't hear what you say—what you are speaks so loud."

**I**N THE final analysis the Boy Problem is a Home Problem, and must be solved there. It is in the home that a boy or a girl should from infancy learn the great lessons of self-control and willing obedience, and in their teaching and learning nothing is more important than a religious attitude of mind and heart.

## Rotary and Boys Work

**A** ROTARY CLUB'S greatest opportunity in Boys Work is, first—to furnish leadership in awakening the community to a realization of that community's duty and obligation to its boys; second, to find out the need of the boy life in the community, and, third, to see to it that those needs are supplied by the authorities and agencies properly responsible. With this established as a principle, the general rule should be that a Rotary Club should offer advice based on knowledge of actual conditions, give encouragement and otherwise assist all worthy boys work organizations and movements to accomplish complete success in their work of developing boys into good citizens, provided that the giving of such aid does not entail a continuing obligation upon the club. Departures from this rule are toucht upon below.

**T**HE Boys Work committee of a Rotary Club should confer with all existing Boys Work organizations and give every assistance in co-ordinating their work and eliminating duplication, and later, if it is found desirable to have a special sub-committee to co-operate with each or any of the organizations which it is decided to help, the appointment of such committee or committees should be made.

**W**HERE a financial need exists in an organization which a Rotary Club desires to help, the preferred course to follow is to organize a campaign to secure the support of the general public to such organization so that all may have an interest in the organization and its work, the Rotarians individually contributing to the success of such campaign as other citizens of like ability are expected to do.

**W**HERE it is found necessary to launch a work not already being done by any existing organization a similar course should be followed, but unless the welfare of the boys makes it imperative to do so, new work should not be organized independently of existing Boys Work organizations.

**T**HE Club, while taking action as above outlined to meet the needs of a given organization, should keep itself entirely free and in readiness to lend a hand in other directions as occasion may demand.

**I**F in the case of an undoubtedly worthy organization, or in the community at large, a need should be found that requires immediate relief, the Rotary Club may properly extend aid without reference to the action of others.

**R**OTARY CLUBS are strongly cautioned against assuming any permanent obligation, but should a Rotary Club, after due consideration, decide to become solely or mainly responsible for some new and permanent work, or, for some existing work, it should take steps to provide for the permanent support of such work by an endowment or other adequate means.

**I**N the Manual of Boys Work (I. A. of R. C. Pamphlet No. 18) reference is made to various national Boys Work organizations of the several countries in which Rotary is established. The mere mention of these organizations furnishes suggestions for club activity.

(Continued on Page 186)



# THE ROTARIAN

## Festina Lente

THE title of this editorial is an old Roman proverb meaning, "Hasten slowly," or, as Bert Adams put it at the Atlantic City Convention, "If you go too fast you'll pass more than you overtake." It is probable that so-called snap judgment has caused a great deal more harm among us mortals than most of us realize. Most prejudice, provincialism, hostility, hatred and quarrels are due to it. Rome was not built in a day; but when it was built, it became mistress of the world for seven hundred years. The Universe in all probability took countless aeons of time to develop; but to the student of its perfections today, its astoundingly intricate and accurate mechanism, from gigantic suns that swing thru almost illimitable orbits to the tiniest animalcule inhabiting this planet, is a source of increasing admiration. Not only does the Universe express in itself the most marvelous mechanical balance, but with this mathematical excellence combines an exquisite beauty that is beyond the power of speech to describe. These things were not made in a few days as we reckon our little days of twenty-four fleeting hours each, for the days of God are vast and humanly inconceivable ages. When you are doing something or judging a person, hasten slowly. The more deliberate thought and care you give to every action, the more perfect it will be, the less liable to plunge you into misconceptions and false theories. Things that are well and lastingly done are done painstakingly, not in a mad rush. We are inclined, nowadays, emboldened perhaps by the speed of our new machinery, to go at everything in a slap-bang, hip-hip-hooray fashion. We think we are rushing far ahead of our painstaking, careful fathers, when, as a matter of fact, we may be going faster only because we are going downhill. It is better to spend one's entire life doing one thing well, than to do many things only indifferently well.

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### Service

A MAN cannot be called anything but a hypocrite if he goes about with the slogan, "Service above Self" on his lips and evades jury-service. Whether or not the jury system is the "palladium of our liberties" that perspiring orators would have us believe it is, makes no difference in the duty of every man to do his share of such service. Many a jury is insapient because the men of the community who ought to be on it will not serve. A man being tried for his life is entitled to a jury of intelligent men, not of second-raters. This matter is one not only of service, but of duty. If we are not going to uphold the establishments we possess for securing justice, we might as well give up the idea of having any government at all, each one of us arm himself with a machete, a

Springfield rifle and a bandolier and suit himself about jury service, law, order and everything else.

### Women

HERE is nothing more amusing than the popular literature of the English-speaking peoples on the subject of women. We laugh at the flapper, the debutante and the young lady with artistic or professional ambitions: in the same breath, millions of us vote for woman suffrage, and when we get on the subject of mothers, pass all bounds of common sense and simply drool. Women are people. They are, scientifically defined, rational animals of the female sex. They are neither better nor worse than men. They are complementary. Intellectually there is no difference at all between men and women. Because they are brought up differently, trained differently and, because of their respective physiques each has a different side of the social system with which to deal, they think differently. That is, they apply the same intelligences to the problems of life from different points of view. There are good mothers and bad mothers just as there are good and bad fathers. Some women absolutely lack the maternal instinct just as some men lack the paternal instinct. The vast majority, however, are quite normal in both instances, and consequently, ignoring the balderdash that is written about them, continue serenely fathering and mothering the race from generation to generation, making a good, sensible, workmanlike job of it.

\* \* \*

### Now Is the Time to Begin

WHEN we go out camping, we aren't pleased with the chap who thinks the camp is all right, but never does anything to make it that way. We want him to take his turn in gathering the wood, building the fires, cooking the meals, washing the dishes, taking water and so on. If he is "too busy" studying birds or writing letters or doing something else—well, we cross him off the list. Even so is it in the Rotary Club. Mere pride of membership in the club doesn't make a Rotarian. Each member must be doing his part to contribute to the success of his Club.

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### Seeds

THE soul of man finds expression in altruistic action, in doing things for others without desire for reward, without thought of self. Such action, surely, is immortal. It is like dropping an acorn into rich warm soil so that it may expand into an oak-tree which will bear thousands of acorns, each of which may become an acorn-bearing oak. Men are immortal in their deeds which, for good or for evil, live forever in the lives of those whom they affect. A thoughtful word, dropt into an immature mind at the right moment, may send up a shoot of courage

# EDITORIALS



that will develop into a tree of strength with many branches rich in fruit for humanity. Most men underrate the power of little things, of little words, of little smiles and of tiny thoughtful deeds;—yet, while an acorn is a little thing, all seeds are small in comparison with that which springs from it. The word, the smile, the deed, is the seed dropt into the rich warm soil of humanity. The seed is small, but the harvest is cumulative. How quickly a kindly smile can fill a room with others like itself: how surely an heroic deed shall stir the hearts of men, today and tomorrow and forever, to emulate it. Let not the seed of the soul crumble into dust in the bins of the brain: scatter it forth upon the loam of humanity, so that it may reproduce itself eternally in the field of human affairs.

#### Books.

OF WRITING many books there is no end. No matter how constructive or destructive a writer's theory, if he be a facile maker of phrases, his ideas will be publisht, advertised, sold far and wide and placed in libraries thruout the land. All things human have their imperfections, and libraries are no exceptions. A book may be medicine or it may be poison, and just as the intellect is greater than the body, so intellectual poison is more deadly than the physical kind, for its effect may be eternal. If you have children, you should protect them from the writers of evil things as you would protect them from thugs in the night.

#### Yawns

YAWN in a crowded car. Half-a-dozen others, their nerve-centers unconsciously stimulated by your action, will repeat it almost instantaneously. All action is the product of external stimulation, and most men have the imitative faculty very highly develope. We wear clothes cut in the prevailing mode. We go to popular shows, and to crowded churches. We do what we see others doing; and we act often unconsciously, without realizing the source of our action. A scandal-monger in the smoking-room of a club is no less successful than in the sewing-circle of a Ladies' Aid Society. A calamity-howler always finds plenty to agree with him; but it is no less true that the optimist finds even more ready to agree with him. Most people would rather be happy than miserable, but they have capacity for both, and often, like the colored mammy, they may be found "enjoying the misery" simply because it is a dull day and others project depression. Most men's minds are mirrors, reflecting the thought that is held up in front of them: yawning when another yawns, smiling when he smiles, scowling in response to a

scowl. It is wise then to smother yawns and to subdue scowls, lest our world become too full of them.

#### The Native Land

DOES a man love his country because all its impulses are towards justice or because it has given him position, power and influence and does not inquire too closely into the methods he used to achieve them? After all, rebellion and forces of unrest that give society concern, may be born out of the unwillingness of those who have risen to power to challenge great wrongs. The strong are the only ones who can destroy great evils in society without revolution, but why is it that the protest always comes from beneath? It has, from the serfdom of Israel in Egypt until now. We say that we fear revolution, but revolution may not mean the destruction of our institutions, but merely alteration that a larger life may come to larger groups. It is a simple and easy matter to restore confidence in those who have felt the sting of injustice. Let a strong man rise,—a man who sits in the seats of the mighty,—and dedicate his powers to the overthrow of some immemorial wrong and behold the response of those upon whom the wrong has fallen heavily—the old faith in God, in native land and in one another revives. There is a sinister campaign on in America to stigmatize those who refuse to cry, "All is well;" but does a man love his country less because he voices a protest against that which works abomination and makes a lie? The obligation to accept is not more sacred in a republic than the right to reject. It is not unpatriotic even in America, to protest that which is not in accord with the spirit of the founders of the republic. There is no obligation to love that which is merely geography. Boundaries do not make up nationalism. We are obligated only to love that which ministers to all and we are obligated to oppose that which enlarges the horizon of the few and dwarfs the horizon of the many. Devotion to native land is something more than emotion when the flag is unfurled to view. Love of country is predicated, with real patriots, on love of justice; and he who does not concern himself with justice, whether it be in keeping with the schemes of his group or not, has not senst the meaning of patriotism and is more inimical to democratic institutions than those who, escaping old quarrels in other lands, have stept upon the Western shores with hope in their hearts that America will give what their own native lands refused,—the right to accept or to reject, as acceptance or rejection may mean their faith in the spiritual basis of life.

# Boys Work by Some of the Clubs

(Continued from Page 183)

## Toledo, Ohio.

Population, 190,000

THE men of the Toledo Rotary Club, in furthering their wonderful work for crippled children, found there are many children crippled in mind as well as body, and so have extended their work to take in such children. The Boys Work committee of the club has part of its committee with the Juvenile Court judge at every session of court. Boys who got the wrong start are probated to this committee, and Rotary takes a hand in their reformation, and some great results have been accomplished. Every boy has born in him a love for the outdoors, and so the committee found in Boy Scout work a great ally to their work. Boys went into scouting with great enthusiasm, and no boy can get close to Nature, get out in God's great outdoors very long and still remain very bad. Near Toledo is a wonderful Boy Scout reservation of 80 acres, in which the various scout troops of Toledo have built cabins, to which they often go for over-night hikes and to study Nature. Rotary wanted the Rotary Boy Scout cabin to be a model in every way, something that would make the Rotary Scouts in Troop One proud to own it. So Rotary built a cabin under the leadership of its Boys Work committee, which is said to be one of the finest scout cabins ever built.

The club went out with the boys on a Friday in August to dedicate it to the service of making real men out of boys who didn't get the start that your boy had. It's real Rotary service. The members took as much interest in its building as the boys—in fact that's the best part of Boys Work, it does your members a heap of good along with reaching out a real practical helping hand to the boy. If there is any other club thinking of building a cabin, the Cleveland Rotary Club will be glad to furnish plans and particulars. The cost of the cabin, not figuring anything except at actual cost, was slightly less than \$3,500.

## Chicago, Ill.

Population 2,800,000

In the Big Brother work of the Chicago Club, Rotarian Bill Jensen was one of many members who agreed to serve. Bill reported on his work to date as follows:

"As I am one of the members who have each had the pleasure of having a boy



The Toledo Rotary Boys' Hut

assigned to him, I am giving you herewith my experiences with my boy. He was assigned to me on May 6 and I immediately looked up his record and found that he was employed in a book-binding establishment on West Van Buren street.

I called on him at his home, found that he lived with his widowed mother and three smaller children, two of the children being in school and the smallest in kindergarten. They are in poor circumstances and are receiving help from the Associated Charities.

"The family came to Chicago six years ago from a mining town in Southern Illinois, where the father, who had been a miner, was murdered, so this young man is now the sole support of the family.

"During the first two months, I called at the boy's home every week, but during the summer I have been calling twice a month. The family seems very much pleased and greatly encouraged that someone is taking an interest in them.

"I have been able to arrange an increase in salary for the boy and in the Fall expect to be able to get him into the Hull House, where he can participate in the different athletic sports. I have interviewed his employer and found that if he will remain for a year, he will be advanced accordingly and a vacation will be given him.

"The boy is somewhat abnormal and has not been staying in one position any great length of time. I have taken him several times to the movies, have had him visit my office and in my talks with him have tried to impress upon him the necessity of sticking to one job.

"I have also consulted the Bureau of Charities, relative to improving the flat where the family lives; called on the principal of the school which the children attend and have assisted them to get the proper books. The younger boy is somewhat delinquent and I arranged for him to

be kept in school so that he may be able to pass his examinations for the next grade. The mother seems to have taken on a new lease of life since I have been calling at the flat and the home constantly appears to be cleaner and better kept.

"This Fall I shall again resume weekly visits and will then be able to give further report. I enjoy the work very much. It is very interesting and I trust I am being enabled to be of some benefit to this family.

## Fort Madison, Ia.

9,000 Population

The Fort Madison Rotarians not only backed the Boy Scout summer camp movement, writes Boys Work Chairman Martin, but provided transportation by automobile for 50 boys—a distance of some 25 miles—making it possible for Scouts whose parents could not afford it financially to enjoy an outing, too.

## Shreveport, La.

32,000 Population

CHAIRMAN R. J. OGILVIE writes: "We are undertaking to put the Boy Scout work in this city on a scale never before approached. An engagement has been made with the deputy executive of the National Council to come here in October, who, with the assistance of the Boys Work committee of the local Rotary Club, will turn the trick."

"We propose raising a fund to cover a period of three years to provide camp facilities, salary for a trained director of play, and other things incidental to putting Scouting where it belongs."

## The Back-to-School Campaign

THIS work has been taken up by members of the clubs with fine enthusiasm. Without doubt, as a result of the work of Rotary, many boys and girls will go back to school this fall who otherwise would go to work with the handicap of insufficient education.

In the next issue of THE ROTARIAN we expect to tell of some of the results from this year's back-to-school work.

Jenkins was sitting down to breakfast and was astounded to see in the paper an announcement of his own death. He rang up his friend Smith and asked: "Have you seen the notice of my death in the paper?" "Yes," replied Smith. "Where are you speaking from?"

# THE TONAWANDAS



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# Ecos Rotarianos

Por Daniel B. Ledo

**C**HICAGO, ILLINOIS—La Junta Directiva de la International Association of Rotary Clubs se reunió en Chicago la semana del 16 de Agosto con el fin de celebrar las conferencias o sesiones especiales que se componen de una serie de sesiones siguientes a la convención anual de la Asociación y en las que se traza el plan o programa para el año económico de la Asociación. Esta conferencia especial conocida como "international council" duró cuatro días y asistieron a ella todos los miembros de la directiva a excepción del Gobernador del 24º Distrito de International Rotary, Alexander Wilkie, de Edimburgo, Escocia, quien vino a la convención rotaria, de Atlantic City en calidad de Presidente de la Asociación Británica de Rotary Clubs y por causa de asuntos que urgían su presencia en Inglaterra no pudo permanecer en los Estados Unidos hasta la celebración del ya dicho "International Council" de la Asociación.

Los puntos de discusión en cada una de estas sesiones variaron de pequeños problemas que a menudo complican el desenvolvimiento de clubs locales a otros mucho más importantes que incumben a la organización y ésta, por consiguiente, es la que tiene que obviarlos y descifrarlos. Para que uno se pueda dar cuenta exacta de la importancia de estas sesiones y de todo lo que en ellas se ha tratado se hace casi indispensable el leer las minutas de estas sesiones y sólo así será posible apreciar la grandeza e importancia de la tarea que tiene entre manos la nueva directiva de International Rotary. Un análisis de los acuerdos de la directiva hará manifiesto que los problemas de International Rotary son muy diversos y que nadie puede prever de mes a mes las cuestiones que surgirán, ya originadas por clubs locales o ya por la Asociación.

El informe del Presidente Snedecor a la Junta Directiva fué más que un informe—fué un mensaje. Aun hablando de asuntos puramente informales, tales como el de la propuesta convención en Edimburgo el año entrante, su interpretación de él fué tan sublime y tan manifiesta que de ella se entendía claramente que el actual Presidente de Rotary posee vastos y bien intencionados conocimientos de los problemas no sólo nacionales sino universales. Convino, sin embargo, que la convención en Edimburgo no sería tan concurrida como ninguna de las pasadas convenciones rotarias; pero, aun siendo menos el número de asistentes a ella marcaría una época en la historia de Rotary y no cabe dudar por un momento que esta es la ocasión propicia para unir en pensamiento los rotarios del Nuevo y del Viejo Mundo. El programa trazado por el Presidente Snedecor para la administración de Rotary durante los próximos diez meses que le restan en la presidencia pudiera muy bien

adoptarse como plataforma para los la próxima década de Rotary, porque, no sólo hizo manifiesto sus labores en conexión con Rotary durante los cuatro últimos años sino que ha revelado las causas que retardan el desarrollo de Rotary como organización destinada a unir las naciones del Universo en una gran familia que viva en armonía y completamente alejada de envidias.

Hizo un estudio completo de todas las características que hoy son norma y regla de la institución Rotary y añadió una que llamaremos un nuevo proyecto para la administración del presente año y que él subdividió en las doce fases que siguen: Asistencia; Amistad; Educación de los rotarios; Extensión de Rotary; Cooperación con clubs; Preparación del muchacho—hombre del mañana (Boys Work); Cada club un centro radiante de influencia; Ciudadanía constructiva; Servicio como base de toda empresa digna; Salud pública; Organización internacional, y Servicio internacional.

Tocante a lo de organización internacional dijo que para lograr una floreciente operación en el futuro se hace indispensable que se revisen los estatutos y se introduzcan en ellos cláusulas o disposiciones que provean un gobierno más representativo que el existente para así facilitar la solución e interpretación de los diferentes problemas que surgen y sugirán cada día más a manera que la organización se introduce y desarrolla en varios países. La undécima convención anual aprobó ciertas reformas propuestas para el propósito de mejorar la presente forma de gobierno de International Rotary y dió instrucciones al comité encargado de la revisión de los estatutos para que procediera a la preparación de las consabidas mejoras y sometiera las mismas a la discusión de los clubs y conferencias de distrito antes de llevarlas a la próxima convención para la acción final. La propuesta revisión de los estatutos no comprende cambios de carácter general que pudieran alterar o adulterar los fundamentos de la organización. Las reformas propuestas estriban principalmente en que la Junta Directiva de International Rotary se componga de nueve miembros en vez de cinco; que el término de servicio sea de dos años en vez de uno; que la mitad de la Junta Directiva sea cambiada cada año; que la representación de los clubs de los Estados Unidos, Canadá, Islas Británicas, Cuba y Puerto Rico sean proveídos definitivamente y que los oficiales generales o directores superiores de la Asociación sean elegidos de los miembros de la directiva y por la directiva. Urgió que todos los rotarios dieran el sumo grado de consideración al problema de organización internacional haciendo palpable la necesidad de desprenderse de todo antagonismo y apatías que abrigamos los de unas naciones y razas hacia otras o de lo contrario Ro-

tary nunca funcionará tan armoniosamente como queremos que funcione en todos los países y entre todas las razas.

Provincialismo, lo cual no es otra cosa que un horizonte limitado, fue objeto de considerable discusión. La entera directiva reunida quiso saber que es lo que causa que un grupo de hombres se muestren egoistas pensando sólamente en el progreso de la villa o ciudad que habitan. Todos los miembros de la directiva convinieron en que la diferencia entre un Rotary Club que así piensa y otro que abre sus puertas al este y al oeste y al norte y al sur es la misma que hallamos entre un río que derrocha constantemente agua potable y desemboca al mar y un charco o estanque que con el tiempo se convierte en fango. Provincialismo en un Rotary Club puede resultar de carencia de entusiasmo por parte de los principales oficiales del club o de falta de iniciativa en la preparación de programas y actividades, o (lo que es más triste todavía) de la psicología de la comunidad.

Uno no puede aventurarse a predecir con exactitud los resultados de este estudio pero sí puede decirse que la directiva se ha ocupado, en estas sesiones, preferentemente de los problemas que reclaman inmediata atención para que el gobierno ejecutivo de la Asociación pueda proceder inteligentemente durante su año de administración.

(R)

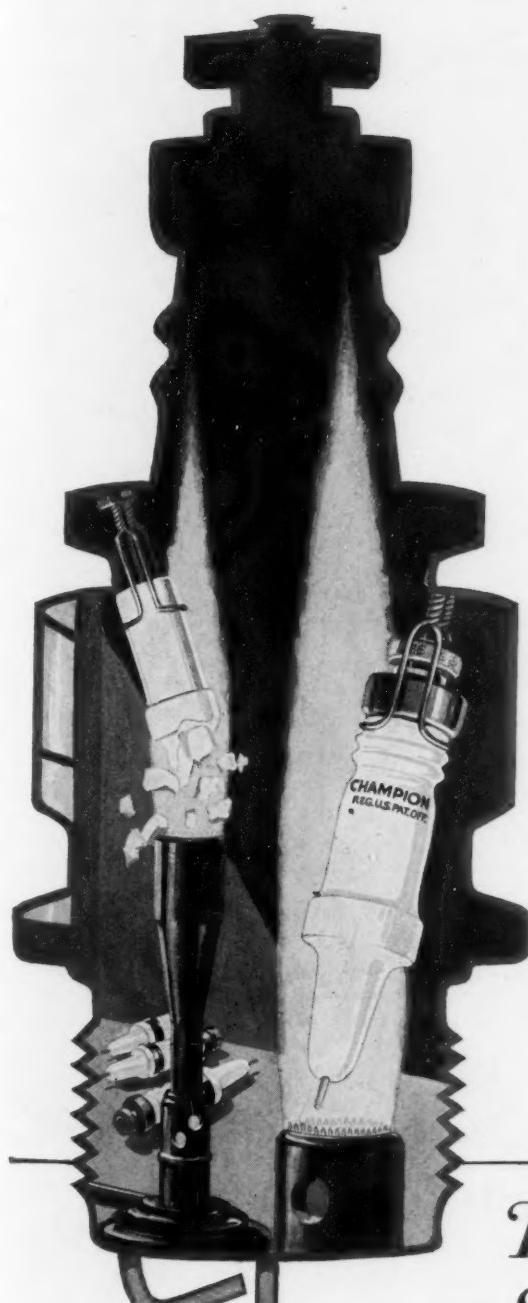
**WASHINGTON, D. C.**—El Honorable John Barrett, Presidente del Comité de Extensión en el Extranjero, de International Rotary, y Director General de la Unión Panamericana durante los últimos catorce años, renunció el importe cargo en la Unión Panamericana, teniendo efecto esta renuncia el 1º de Septiembre de 1920. Este distinguido Rotario, la noche del 26 de Agosto, honró los rotarios de Washington junto con sus familias y amigos de la manera más primorosa y hermosa y que consistió en una recepción y entretenimiento en el palacio y jardines de la Unión Panamericana. El entretenimiento tuvo un carácter exceptionally atractivo. Se dice que el Honorable John Barrett ha aceptado un puesto de gran importancia con una empresa bancaria internacional.

(R)

**BELFAST, IRLANDA**—El secretario del Rotary Club de Belfast, Mr. Dalzell, se ha visto obligado a renunciar el cargo de secretario honorario del dicho club para atender a sus negocios en la forma que estos reclaman su atención. Durante los últimos trece meses ha servido con tanto acierto y verdadero espíritu rotario que hoy los rotarios de Belfast lamentan la pérdida de tan entusiasta secretario. Creen, sin embargo, que su sucesor Mr. Walter Malcolm, desempeñara el cargo con el mismo entusiasmo y buen espíritu que lo hizo su predecesor.



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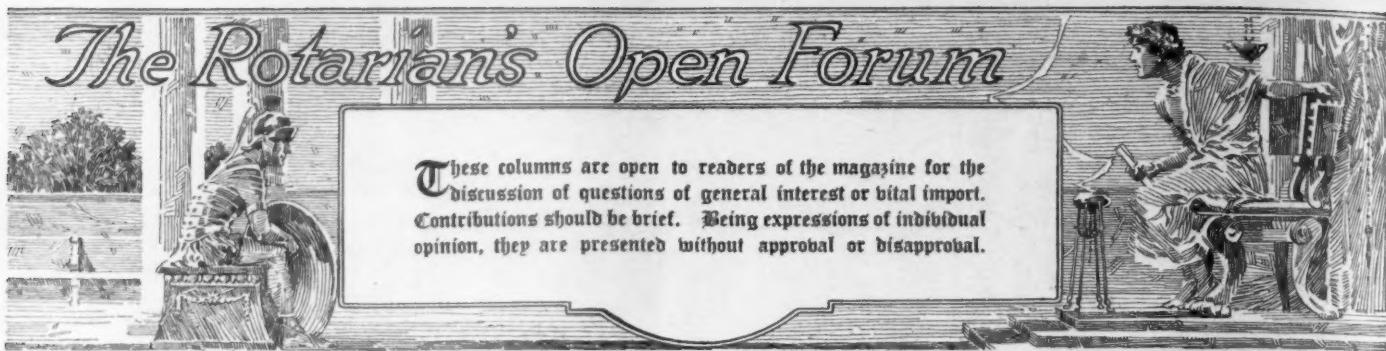
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## International Extension

**E**DITOR,  
THE ROTARIAN.

The writer is very much interested in Foreign Extension of Rotary. I believe that the League of Nations can be made doubly effective by the organization throughout the civilized countries with a membership constituting a League of Men, as was suggested at the Atlantic City International Convention of Rotary.

The League of Nations without a League of Men, I fear would prove to be merely a consolidated board of directors of the various nations whose enactments, vastly important to the peace and security of the world, might not be representative of the best thought and feeling of the stockholders (the people) of those nations. Unless the activities of the League of Nations are backed by the whole-hearted co-operation of the people of the countries represented in the League, its effectiveness will be weakened and its chances of success greatly lessened.

If, however, Rotary shall girdle the earth with its spirit of good-fellowship, unselfish devotion to high ideals and broad-gauged understanding of men, then will there be created a bond of sympathy and friendship and common sense that will create a public sentiment tending to restrain selfish nationalistic ambitions, reduce international friction, and unify the best element of people of all countries behind the just mandates of the League of Nations.

This league of men would be a stabilizing influence in helping to keep down international animosity. For example: If there were in every city and town of England of five thousand and over a Rotary Club, the Jingo press of England could not arouse dangerous hostility against the United States. These Rotarians, representing the best elements of England's thought, and in sufficient numbers, would know that the spirit of America and the spirit of England is the common Rotary spirit, with

the same ideals and the same unselfish aspirations for the welfare of humanity, and they would not permit the journalistic or political demagogues to stampede England's public opinion into untoward feeling or unfriendly action against America, and their numbers would guarantee that their influence would be sufficiently powerful to neutralize the malignant propaganda of the saber-rattlers. The same thing would be true of other countries if Rotary were established universally, not only as regards their relation to America but as regards their relation to one another.

The writer is firmly convinced that it is not too extreme a statement to say that the world needs Rotary as an antidote for international misunderstanding, and that Rotary, disseminated intensively throughout the world, will prove a tremendous factor in stabilizing international relationships and in helping to make effective an enduring League of Nations for the preservation of the world's peace.

We have made some headway, and it is not to Rotary's discredit that the spread has not been more rapid in the past. It was necessary in the beginning of Foreign Extension work that we move slowly and cautiously; but in my judgment henceforth we should advance with a quickened pace to plant our standard everywhere that men pursue the vocations of civilized life. We must Rotarize the world in this generation. But we cannot carry the message of Rotary around the world unless we have adequate financial resources with which to translate this desire into practical realization. I am convinced that the present system of raising funds for this purpose by voluntary subscriptions is too slow and ineffective and will too long delay the spread of Rotary internationally. I wish, therefore, to suggest a simple, practical and efficient plan, designed to raise the money that will give us a start in the direction of Rotary's internationalization. I suggest

that the legal machinery of Rotary be so amended as to permit International Rotary to levy an assessment on the fifty-odd thousand members of International Rotary for the establishment of an endowment fund, the income of which to be devoted to the spread of Rotary in foreign fields. If this assessment were fixed at \$10 per member, an endowment fund of five hundred thousand dollars would thus be created, the proceeds of which would enable us to carry on an effective campaign for the establishment of Rotary in other lands. If the assessment were made \$20 per member, an endowment fund of one million dollars would be secured. If a larger sum were assessed each member, the sooner would the message of Rotary be brought to the other nations; but, of course, it would be necessary to confine the assessment within sensible limits in order that no unreasonable burden might be laid upon any Rotarian. What Rotarian would object to investing \$10 in a plan to extend the blessings of Rotary to his brothers across the seas? What Rotarian would regard as a burden the payment of \$20 that the privilege of Rotary's helpfulness might be laid at the door of his neighbor who lives under a foreign flag? In what other way could so small an amount prove so great a blessing and at the same time be expended in so unselfish an investment, with the possibility of such satisfactory Rotary dividends?

If this plan should be put into effect, after its operation for a few years, the growth of Rotary thus brought about, would, I feel sure, prove the success of the plan and be a sufficient demonstration of its worth to guarantee that other assessments might be levied with which to augment this beginning and carry forward with undiminished vigor the great battle to Rotarize the world in this generation.

Yours rotarially,  
**HUGH D. HART.**  
Little Rock, Ark., August 14, 1920.

## The Rotary Wheel

By Charles Holding

**T**HE Rotary wheel represents both an idea and an ideal; that is, it represents a thought that represents a standard of moral perfection. It (the wheel) is not that the uninitiated may get the im-

pression that you belong to an exclusive set. It is that you may show the world you stand for something, and if the wearer is not careful always to show forth what the emblem stands for, he easily drifts

into habits and practices that are not represented by the emblem. If we are not always on guard we are easily and unconsciously influenced by  
(Continued on Page 192)

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Incidentally the hospitals furnish the student with uniforms, including shoes, board and room, laundry and in the last year of the course a small amount of spending money.



Frank Jennings of THE ROTARIAN Staff visited with us in Kirksville for a week and helped us entertain a bunch of "Wheel Chair" kids at the Yankee-Robinson Circus in August. Most of these little cripples are proteges of various Rotary Clubs.  
Frank is the boy behind the wheel chair at the left.

For further information regarding either proposition address:

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others. Let an outsider watch a Rotary picnic, and he gets a wrong idea of what Rotary is. Let this outsider hear Rotarians talk Rotary, and he is correctly influenced by Rotary. If he gets the wrong idea he will likely give out a wrong influence rather than a right one. Whenever he gives out wrong impressions, and we receive them, we lose. Whenever we give out right impressions, and he receives them, we gain.

If a man does not understand what Rotary is and stands for, he is easily liable to get a wrong viewpoint. The average looker-on has the idea that Rotary is an organization of men out for a good time. When this outsider sees our emblem on the lapel of a coat, he thinks of a man who is fortunate in belonging to an exclusive set of fellows who know how to have a good time. In a subtle, telepathic way this impression takes hold of the Rotary member himself, and he imagines himself an exclusive sort of animal. He may not know how it has come about; nevertheless, he is unconsciously influenced. This is not as it ought to be. Instead of being influenced by the man on the outside, he, as the man on the inside, should give his influence to the outside man. He should give, not receive.

### Extraneous Influences

THINK of it as we will, we are governed largely by extraneous influences. We receive influences, and we give them. Rotarians are supposed to possess something a little different from, a little better than, the average. We are supposed to be the embodiment of an idea that is to mark the transition from the old order of things to the new. That's the usual way we put it, but it ought to be reverst—we really mean from the new ideas of selfishness to the old ideas of unselfishness and service, as evolved by the originator of the Golden Rule.

If we are to stop being influenced from the outside; if the influence is to come from the inside, we must build up our defenses and form our lines of attack. This cannot be done by rubbing an Aladdin's lamp; no genii will respond to a mere wish; what we need is not wishbone, but backbone. This can only be accomplished by knowing Rotary so well that it is no longer a theory to us, but a daily practice; so well that it permeates the whole being, oozes out of the system, governs motives and controls actions. It means that we must educate ourselves in Rotary, live Rotary, be Rotary; so much so, that when an outsider comes into contact with us he is struck with the high determining principles governing us, and stops awe-struck before Rotary, overwhelmed by its beauty and strength, bowing before it in admiration, and instead of commencing seriously or unconsciously to influence it, succumbs to its subtle power and influence, and impulsively says, "Show me how to go and do and be like you." When Rotary sparkles from

(Continued on Page 194)

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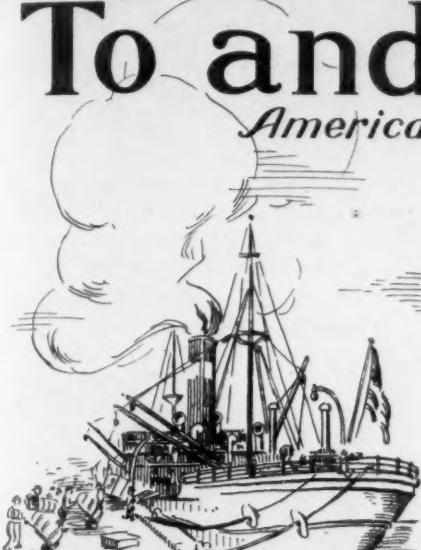
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We cannot make all the lumber used, but wise buyers have come to rely upon us year in and year out for a goodly share of their requirements.

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H. J. Lutcher Stark (Rotarian) Secretary-Treasurer





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### They Can't Wobble

That is one of the twelve reasons why

### Charlotte Diners

are absolutely the best little old dining chairs produced in this Land of the Free—and Prohibition has nothing to do with it.

Charlotte Diners are locked at the joints where the greatest strain comes and the only way you can loosen these joints is to belt 'em with an ax.

The first Charlotte Diners we ever made—and that's some 7 years ago—are just as solid and upstanding and silent today as the day they were produced. And they've been doing duty three times daily right at our own festive board all these years.

Can you imagine anything more embarrassing than being obliged to seat your guests on squeaking, wobbling, groaning dining chairs that threaten to collapse any moment? We wot not.

Charlotte Diners will never cause you a moment's concern or embarrassment—even though you have them fifty years—

—and they cost but very little more than the kind of dining chairs you would rather do without.

Bill Graham, Rotarian, will be glad to tell you the other eleven reasons. Write him today.

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CHARLOTTE -:- MICHIGAN

PAPER HATS  
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FOR PICNICS  
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WE HAVE SERVED  
ROTARIANS  
FOR YEARS  
FAVOR PAPERWEAR WORKS  
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you in some such way, you are a true Rotarian.

You know women and men who are thorough Christians; just contact with them influences you. No word need be said; just to be in their company makes you feel a better man. Your Rotary should be just such a subtle influence. Anything short of that is just so much short of the true ideal of Rotary.

When men see your emblem they should not think instinctively of a man who knows how to have a good time, but of a man who stands for something different.

Few men are Rotarians when they join Rotary clubs. The clubs are for the purpose of making Rotarians out of them. A man is picked for Rotary because he is believed to be good Rotary material. As a rule the pick is a good one; but not always.

#### Selfishness

MAN is by nature selfish. His training first in the home and then in society has taught him that there are others in the world besides himself. The common statutory laws of the land prohibit him from indulging his selfish inclinations to the detriment of society. Nevertheless, he persists in selfish aims and ambitions. The idea and later ideal of Paul Harris would help this man see the dangers of his selfish proclivities, and would emphasize that there is danger so long as he persists. The cruelty and carnage of war; "man's inhumanity to man" that "makes countless thousands mourn"—these are sufficient general proof without going into any particular instances. The policy of "every man for himself and the devil take the hindmost" is out of date, or is fast becoming so. Of course, there are in Rotary some selfish men, but they are not embodiments of the Rotary creed.

#### Wearing the Wheel

TURNING again to the wheel. Some men do not wear it because they do not want men to know they belong to Rotary. Men who refuse to put the Rotary emblem in their store windows, refuse to wear the button, and refuse to take advertising space in special newspaper editions commemorating Rotary's anniversary, when pressed for reasons, reply, "Too many men have it in" for Rotary." They are afraid their business would be hurt.

If Rotary hurts a man's business, there is something wrong with it. Rotary ought to help a man's business. In point of fact, many are in Rotary because they think it will, or does, so help. What is there about a thing like Rotary, that is designed for good, that can hurt a man's business? If the man on the outside, who is going to bring about this hurt, does so—Why? Because there is in his mind a wrong idea of what Rotary is. How did this idea get into his mind? It did not spontaneously implant itself there. Who did it? There can be only one source—Rotary itself. It must have come from that same Rotary member and others like him. He has not lived real Rotary, hence this outsider has wrong impressions, and he acts on these wrong impressions. His actions react on the Rotary member, and the Rotary member squeals.

It is the duty of Rotarians to know what Rotary means and live what it stands for, to kill the wrong germ that is in the outsider's mind, and implant the right one. That is a Rotary function. The principles of Rotary should beam from the countenance, as the good qualities beamed from Ernest, of Great Stone Face fame. Wear the button as the emblem of Rotary's true meaning.

## October

OCTOBER'S pageantry is passing now. Strange gods lead the way. With stately tread they stalk down wooded streams and climb the hills and cross the prairies—shaming the rainbow with a thousand tints.

They have stilled the song of birds and put the seal of silence on the streams. From far horizons they have summoned up the mists to veil the purple hills and bathe the valleys in bright seas of amethyst and gold.

The walnut trees have shed their leaves; the sweet-gum flames in scarlet against the shadow of the woods, and at setting sun the west grows red with fires lit from the faggots of some angry god.

Upon the moonlit hills the hunter's loud halloo is heard, while from below comes the silver tongueing of the hounds. Vague shapes, with back-flung heads glide like phantoms thru the velvet night, leading the lumbering pack safe home again at the break of crystal dawn.

In the woodlands and the hills there is a strange, sweet silence. On the pools the leaf-ships drift and drift. Gossamer barges float overhead laden with the cargoes of a thousand dreams; bound for castles in Spain.

Beautiful October! Splendid minor chord in the diapason of the year—mellow contralto in the yearly symphony.

Blow and blow ye elfin horns upon the yellow hills. Blow until the antlered stag beside the waterways, the timid chipmunk on the fallen log, the shambling bear above the ledge, and the stately eagle on the crag, do stop to listen—but know ye that the sweetest notes from out your silver-throated bugles can never match the golden magic of October.

—Fred Angwin.

It is curious to note the old sea-margins of human thought. Each subsiding century reveals some new mystery; we build where monsters used to hide themselves.—Longfellow.



**W**ASHINGTON, D. C.—Fred S. Lincoln, editor and publisher of *Progress*, the Rotary Club magazine in Washington, wants to exchange with as many Rotary Club publications as care to see his product, which is as live a little publication as we have.

Rotarian John Barrett, chairman of the Foreign Extension Committee of the International Association of Rotary Clubs, and for fifteen years director general of the Pan American Union, tendered his resignation to the Pan American Union, taking effect September 1, 1920. On the evening of August 26th he honored the Rotarians of Washington and their families and friends in a most exquisite and beautiful way at a reception held in the Pan-American building and grounds at the Capital. The entertainment was of an exceptionally attractive character. It is understood that the Honorable John Barrett has accepted a post of great importance in connection with international finance.

(R)

**M**ONCTON, NEW BRUNSWICK.—The Rotary Club of this city has been meeting every Tuesday in the Palm Room of the Hotel Brunswick. On Tuesday, Aug. 24th, the same arrangement was to have been made and an address was to have been delivered to the club by Mr. A. B. Copp, member of the Dominion Parliament. Fate, however, intervened. The fine new hotel caught fire about breakfast time and by noon was a wreck, with the upper floors gutted and the whole interior water-soaked. The Captain of the Salvage Corps, who is a Rotarian, sadly unhooked the Rotary Wheel from over the door of the Palm Room and carried it to a place of safety. A temporary luncheon place was arranged and the club will carry on with vigor until the Brunswick is restored.

(R)

**V**INCENNES, INDIANA.—The Rotary Club had the biggest meeting of the year recently when it entertained the farmers of Knox and Lawrence counties. The chief speaker of the occasion was Frank B. White of Chicago, managing director of the Agricultural Publishers' Association.

(R)

**H**ANNIBAL, MISSOURI.—The Rotary Club of Hannibal recently had the honor of entertaining Admiral Robert E. Coontz, chief of naval operations of the United States navy. Admiral Coontz has risen from a newsboy on the streets of Hannibal to his present position in the navy.

**C**ARTHAGE, MISSOURI.—Seventy-five or eighty guests attended a recent country meeting held by the Rotary Club at the home of A. Fenimore, five miles south of Carthage. The countryside was represented by over one hundred and fifty neighbors of

the Fenimores, and a great get-together party between town and country was held.

(R)

**B**UTTE, MONTANA.—The Entertainment Committee of the Rotary Club recently

(Continued on Page 196)



## CONVENIENCE

**N**OWHERE are conveniences more appreciated than in the home. Nowhere is an aid to proper heat control so necessary.

Are you one of the many who dread a winter of fussing with the furnace—the discomfort, work and worry of regulating drafts and dampers, with an ever fluctuating temperature?

If you are, there is a way out—a way that promises complete relief from all troublesome attention to the heating plant.

### The "MINNEAPOLIS" HEAT REGULATOR

"The heart of the Heating Plant"

Regulates the amount of heat in accordance with the temperature you wish to maintain. By simple adjustments at the thermostat, conveniently located, it is possible to have an evenly heated house all day, say 70 degrees—an evenly heated house all night, say 60—and the drafts open in the morning before you arise—all operations automatically performed. And then, there is a decided saving in fuel.

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Chicago San Francisco Los Angeles  
Montreal Toronto

A 100 Per Cent Rotarian



*Henry Kramer of Rock Island, Who Hasn't Missed a Meeting for Over Five Years*

provided a rather unique entertainment for new members. Each new member sat in a high chair at a table facing the other Rotarians at luncheon. Each had a bib tied around his neck with his Rotarian name plainly printed on it. At each place was the regulation baby bottle and nipple with the label "For a Baby Rotarian." At the present time the Butte Rotary Club is running a series of graphic descriptions of each member's business by the member himself. For instance, Walt Gamer explained the candy business by having a complete candy shop with three girls and a head candy maker and their machines placed in the center of the luncheon room to illustrate his talk. —

LEICESTER, ENGLAND.—Charles Stibbe, Secretary of the Leicester Rotary Club, has written Bill Graham, Convention Secretary of the International Association of Rotary Clubs, as follows: "I would like to express on behalf of myself and my wife our gratitude, thanks, and love to the hundreds of Rotarians and Rotariennes who seemed to go out of their way to show us, and thru us our country, extra kindnesses. We have been greatly touched and would like to express our hope that we did not show coldness or neglect to too many by not recognizing some of them in subsequent meetings. There is nothing but warmth and gratitude in our hearts and I earnestly hope that next year we may have the opportunity of showing it practically in our own home and city and country."

# SAUER'S

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THE ROTARIAN

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Write Rotarian Pratt of Cedar Rapids, Iowa, for information concerning Routes, Rates, Battle Field trips if you are thinking of visiting Europe next year.

His tours have been successfully conducted for twenty-one years and he has just returned from a summer abroad.

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# Standing of Clubs in International Rotary Attendance Contest for Month of August, 1920

AUGUST was surely "some" vacation month. The Chatterbox has lost the inclination to chatter, for sad to relate, the report for this month is much worse than last month and I leave it to you if last month wasn't "worse" enough. Sixty-four clubs took a vacation during August, which seems to indicate that the epidemic of summer complaint is spreading. Only 442 clubs out of the 618 which held meetings during the month had a percentage of 60% or above.

It is interesting to note that the six districts which stand highest in district percentages had every club meeting and reporting. Hurrah for D. G.'s. Scribner, Everts, Cochran, Davies, Toney, Perrin and Stark!

Only two new arrivals in Division A—Ten Highest, and three in Division B this month. The old gang sure do hang on. Let's take off our hats to the clubs which have so bashfully (?) stepped into the limelight—Memphis and Spokane in Division A, and El Paso, Lynn and Asheville in Division B.

The Chatterbox has run out of "chatter" about Division A—five lowest. It's so monotonous, don't you know.

Just for meanness we're going to publish the number of clubs in the various districts which did not hold meetings during August:

District 1.....	1 club
District 8.....	1 club
District 13.....	1 club
District 5.....	2 clubs
District 6.....	2 clubs
District 11.....	2 clubs
District 16.....	2 clubs
District 12.....	3 clubs
District 9.....	4 clubs
District 15.....	4 clubs
District 10.....	5 clubs
District 17.....	5 clubs
District 20.....	5 clubs
District 2.....	9 clubs
District 4.....	18 clubs

District 23 has 7 clubs among the various high divisions and District 5 has 5 clubs in the "lows."

Here's hoping that the September report will be back to normal. Let's try to make the next three months as much above the average as the last three months have been below. "You tell 'em Sugar, you're refined." (That isn't original—we got it from a club secretary.)

—The Chatterbox.

## STANDING OF CLUBS IN ATTENDANCE CONTEST FOR MONTH OF AUGUST, 1920

Division A—Clubs having more than 200 members.

Division B—Clubs having between 100 and 200 members.

Division C—Clubs having between 50 and 100 members.

Division D—Clubs having less than 50 members.

Only those clubs whose reports having come thru the District Governors' hands to the Headquarters office by the 15th of the subsequent month are considered in the competition.

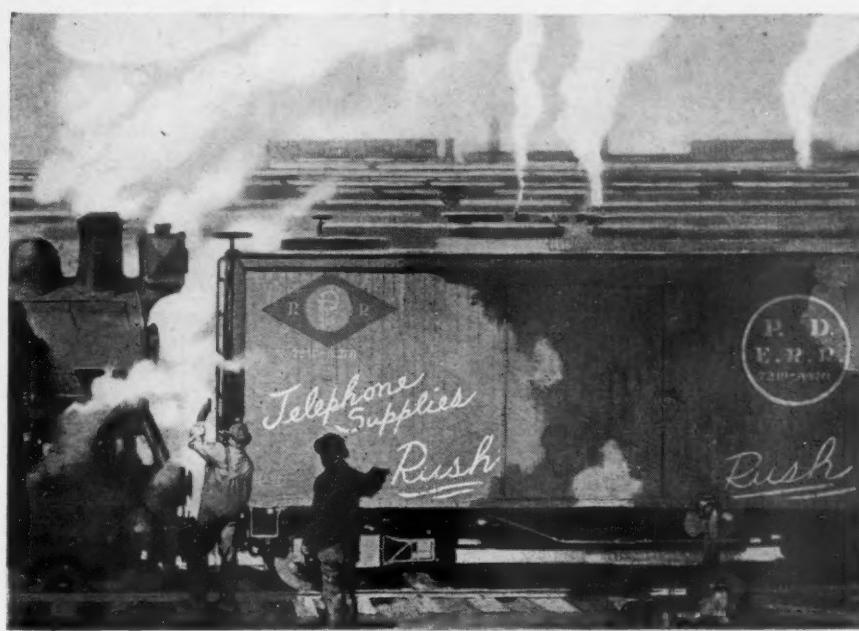
NOTE.—Bold-face figures before names of clubs designate number of times in succession clubs have appeared in list.

Name of Club	Membership	Number of Meetings	Average Percentage
<b>DIVISION A—Ten Highest</b>			
22 Oakland, Calif.....	220.5	4	81.74
2 Portland, Ore.....	293	5	76.55
8 Los Angeles, Calif.....	219	4	75.46
6 Seattle, Wash.....	291	4	74.41
22 Memphis, Tenn.....	232	5	72.4
2 San Francisco, Calif.....	291	5	71.48
2 San Antonio, Texas.....	212	4	70.32
15 Tacoma, Wash.....	224	3	66.9
22 Indianapolis, Ind.....	299	5	65.42
Spokane, Wash.....	241	4	64.14
<b>DIVISION A—Five Lowest</b>			
Toledo, Ohio.....	248	4	41.00
2 Fort Worth, Texas.....	224	4	36.72
10 Cleveland, Ohio.....	361	4	34.95
22 New York, N. Y.....	459	4	34.00
2 Philadelphia, Pa.....	275.75	4	30.37

## DIVISION B—Ten Highest

El Paso, Texas .....	159	3	84.3
3 San Diego, Calif.....	150.75	4	83.08
Lynn, Mass.....	110.25	4	81.4
3 Waterloo, Iowa.....	150	5	80.66
23 Davenport, Iowa.....	159	3	80.5
8 Bellingham, Wash.....	113	4	80.28
3 Victoria, B. C.....	141.25	4	78.41
6 Niagara Falls, N. Y.....	141	4	78.36
2 Ottawa, Ont.....	124	4	77.41
Asheville, N. C.....	100	4	76.5

(Continued on page 200)



## Supply and Demand

This year the Bell telephone system has required 75,000,000 pounds of copper; 10,000 tons of galvanized iron and steel wire; 12,000 tons of pole line hardware; 100,000,000 pounds of lead; 1,000,000 pounds of antimony; 700,000 pounds of tin; 10,000,000 pounds of sheet and rod brass; 15,000 tons of paper for directories; more than 24,000,000 feet of lumber; 12,000,000 feet of clay conduits; 10,000,000 glass insulators. These are only some of the chief requirements, only a part of the absolute essentials.

Suppliers of every item mentioned, as well as of scores of other items, have been compelled to withdraw promises of delivery, reject orders, refuse contracts and even

shut down plants. The reasons are that they have been unable to secure materials for manufacture, fuel for power, or cars for shipments.

During the period in which the demand for new telephones has been greater than ever before, supplies have been more severely curtailed than at any time in the history of the Bell System. Special representatives have scoured the country; visiting mines, factories, laboratories, shipping points; and rushing goods forward.

The impressive conclusion is that, in the face of such conditions, the Bell System has actually gained on demand and has exceeded all previous records in putting in new telephones.

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AND ASSOCIATED COMPANIES

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**A. W. MANSFIELD, Rotarian**

head per annum in the year 1859 to 8.44 pounds in 1919.

CALCUTTA, INDIA.—A very interesting exposition of Rotary principles and ideals was given by Mr. W. K. Battey at a recent meeting of the Rotary Club of Calcutta. This exposition is perhaps the most complete and comprehensive ever given by any speaker before this club for some time.

MIAMI, FLORIDA.—Gaston Drake, famous twenty years ago as a Princeton pitcher, was star in a recent baseball game between the Rotary Club and the Advertising Men's Club. Gaston was the first man to the bat, clouted the ball to the right field and galloped down to first and fell there, apparently *hors du combat*. A troop of Boy Scouts appeared on the field, applied first aid and solemnly bore the Princeton hero on a stretcher to second base after which he miraculously recovered and eventually made home. Rotarian Smiley Tatum umpired balls and strikes. He appeared on the diamond with a horse pistol loaded with blank cartridges strapped to his manly form. To the Ad. boys he seemed affected with strabismus and his arbitrary rulings would have resulted in his being mobbed had he not emphasized them with salvos of artillery. After an inning or two Smiley decided to umpire bases. Having become tired totting his gun he appeared on the field in a dilapidated flivver in which he not only arrived at the spot in time to make close decisions, but frequently had as a passenger the tired business man who happened at the time to be running bases.

Practically the entire membership of the Rotary Club was called to the colors for pinch hitting and by reason of the peculiar ground rules and the kindness of the pitcher usually remained at the plate until they hit. At the end of the first half of the fourth inning, about 4:30 p. m., the game was called on account of darkness and it was officially announced that the score stood 8 to 8. As a result of the game a neat sum of money was equally divided between the Florida Children's Home at Jacksonville and the Day Nursery at Miami.

PROVO, UTAH.—The Provo Rotary Club recently invited all Utah Rotarians to participate in a real mountain hike. The party was a tremendous success, reaching a point on Point Luna, an elevation of over eight thousand feet, just as dawn began to break.

TOKYO, JAPAN.—The first Rotary club in Japan has been founded in Tokyo with a charter membership of eighteen. The organization work proceeded under a joint commission issued to Former Rotarian Kisoji Fukushima and Former President Walter L. Johnstone of Shanghai, China.



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FORT MADISON, IOWA.—It was with a genuine feeling of sadness that Fort Madison said goodbye to "Jake" Perkins, who left to accept the Assistant Secretarship of International Rotary. Jake had endeared himself to every member of the

## The Late Lt.-Col. Redden



*The Late Lieutenant-Colonel Curtis G. Redden of Galesburg, Ill., Was the Highest Ranking Rotarian in the United States Army to Die in the Service.*

Fort Madison organization and it was thru his earnest efforts that the inauguration and success of the club was made possible.

—

BELFAST, IRELAND.—Secretary Dalzell of the Belfast Club has found it necessary to resign his position as Honorary Secretary. During the thirteen months or so that he acted in this capacity he showed the true spirit of Rotary and the club sustains a great loss. The members feel, however, that in Walter Malcolm they have found a good successor, who will carry on in the same spirit as Secretary Dalzell.

—

BIRMINGHAM, ENGLAND.—J. Newton Friend, D.Sc., Ph.D., F.I.C., address the club recently on "Iron in Antiquity." According to Professor Friend, the Druids were capable of other activities than human sacrifices, and were savants, who imparted science to the Gauls and afterwards to the Romans. They invented the water clock, and had established a system of weight and measurement. Iron was known to the ancient Briton 200 years B. C., and England was the Charlottenburg of Europe in Druidical times.

—

DUBLIN, IRELAND.—Professor Naismith Miller of the Department of Agriculture, delivered an address before the Rotary Club on "Poultry Keeping as a National Asset." His address, in view of the prosperous condition of Ireland at the present time, unprecedented in its history for two centuries, was most interesting. Not the least interesting of his facts was that the poultry products exported from Ireland in 1918 totaled in value £18,300,000.

LLANELLY, WALES.—Mr. G. Clark Williams, a well-known member of the South Wales Circuit, recently address the club on some idiosyncrasies of the law and its practice. One of his anecdotes is the following: Two men went to law, one a quiet sort of fellow with little to say, the other just the opposite. The quiet man won the day, and meeting his opponent in the corridor of the court, the latter in great excitement exclaimed, "I will meet you in the Court of Appeal," to which the quiet one replied very coolly, "I'll be there"; whereupon the other said, "I'll take you to the House of Lords," and the successful man again said, "I'll be there." Then said the other, with increast anger, "I will meet you

in hell," which brought forth the answer, "My lawyer will be there."

—

GALESBURG, ILLINOIS.—Lieutenant-Colonel Curtis G. Redden, 149th Field Artillery, a member of the Rotary Club of Galesburg, and holding the highest rank among Rotarians in the United States Army who gave up their lives in the Great War, was buried in Danville on August 6th.

—

DAVENPORT, IOWA.—At the Mississippi Valley Fair and Exposition, hospitality was extended by the City of Davenport to all visitors at the exposition thru a commodious Hospitality Hut built at cost by various firms with membership in the club.

## Serving the World's Business

### *Saving the World's Time*

THE whole idea back of the production by Remington of the first practical typewriter was to serve business and to save time. The world-wide prestige which Remington Typewriters now enjoy comes from the extension and expansion of this idea.

Today the name "Remington" means more than a typewriter.

It means a service to the world's business—a saving of the world's time—a service that is complete and efficient and that is available wherever business is done.

The manufacture of the first practical writing machine in 1874 was the first great step.

Later came from Remington the first shift-key typewriter, the first automatic ribbon shift, the first decimal tabulating typewriter, the first adding and subtracting typewriter, the first key-set tabulating typewriter, the first self-starting typewriter, the complete accounting machine.

Each of these successive Remington developments enabled the world's business to establish new standards of time and cost saving in clerical work.

Remington's high purpose long since won recognition. Its reward is a leadership which sweeps beyond these shores into every nation that has a commercial life.

The Remington Organization—at home and abroad, here and at the furthest outpost—is deeply conscious of the obligations imposed by Remington leadership.

It is trained to serve business so well that this leadership shall never be questioned or jeopardized.

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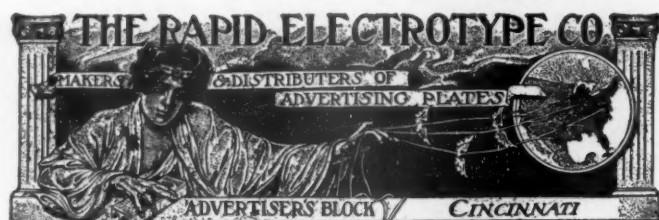


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Rotarian

ANDERSON INDIANA



W. H. Kaufmann, President and Treasurer, Rotarian

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The great cry and need of the hour is production. Organizations are taking advantage of our service to build up their weak departments by replacing their non-producers with men who can make good.

EMPLOYERS! We are in touch with a large selection of real men. We can and will with your permission, place you in touch with any kind of high-grade help that you may need.

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Sales Manager, Irons... 10,000  
Sales Manager, Sheet Metal Goods... 10,000

Adv. Mgr., Farm Implements.	\$ 7,500
Purchasing Agent, Gen. Exper.	4,500
Traffic Mgr., Mfrs. Plumbing Goods.	4,500
Certified Public Accountant.	3,500
Efficiency Engineer.	3,500
Office Mgr., Sheet Metal Specs.	3,500
10 Salesmen, Special Machinery	3,500
and commission.	
Chief Clerk, Railway Sales Correspondent, Cream Separators.	2,500
Clerk, Specialty Mfrs.	2,100
Clerk, Mech. Rubber Goods.	2,000
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### DIVISION B—Five Lowest

Washington, D. C.	134	2	44.77
Reading, Pa.	105.6	3	44.2
Paterson, N. J.	112	2	41
Dubuque, Iowa.	109	..	38.07
2 Havana, Cuba.	131	4	33.68

### DIVISION C—Ten Highest

Marshall, Texas.	50	4	93.5
7 Boulder, Colo.	59	4	92.37
3 Princeton, Ind.	50	5	91.5
2 Long Beach, Calif.	60	4	89.17
3 Harrisburg, Ill.	65	5	88
Waxahachie, Texas.	81	2	87.04
2 Dodge City, Kans.	52	2	86.54
Grand Junct'n, Colo.	50	4	86
Berkeley, Calif.	75	4	85.67
Asbury Park, N. J.	58	4	84

### DIVISION C—Five Lowest

Shamokin, Pa.	55	3	41.81
Lancaster, Pa.	81	2	40.74
3 Pottsville, Pa.	65	3	40.5
2 Ardmore, Okla.	65	4	40.00
7 Fitchburg, Mass.	76.5	2	36.6

### DIVISION D—Ten Highest

2 Burley, Idaho.	27	5	97.75
McAllen, Texas.	30	4	95
Clayton, N. M.	24	4	94.78
2 Longview, Texas.	40	5	93.5
Pendleton, Ore.	31	4	92.73
2 Port Huron, Mich.	43	4	92.54
Macomb, Ill.	30	3	90.57
3 Santa Ana, Calif.	33	5	90.3
4 N. Battleford, Sask.	26.8	5	90.3
4 Nanaimo, B. C.	26	4	89.43

### DIVISION D—Five Lowest

Danville, Va.	19.5	2	50.6
Sault Ste. Marie, Ont.	38	4	47.37
Huntsville, Ala.	38	4	44.4
Palestine, Texas.	46	2	43.48
Newton, Kans.	49	1	42.85

### AUGUST ATTENDANCE REPORTS FROM DISTRICT GOVERNORS (In order of Percentages)

District	Name of Governor	No. of Clubs in District		Average Per Cent Attendance of All Clubs in Districts	No. of Clubs Reporting Average Per Cent of Sixty or Above
		No. of Clubs Not Reporting	Average Membership of Clubs		
21	B. F. Scribner	22	..	48.07	75.25
23	Leslie S. Everts	26	..	87.51	75.15
22	Charles E. Cochran	17	..	117	73.73
19	John E. Davies	14	..	73.2	73.66
14	H. Kempt Toney	30	..	64.3	67.06
7	Lewis W. Perrin	35	..	59.46	66.28
18	H. J. Lutcher Stark	34	..	86.44	66.25
13	Charles W. Bailey	15	..	100	64.99
17	Everett W. Hill	61	..	65.52	61.38
16	William Coppock	52	4	53.11	59.55
11	Walter E. Pittsford	45	2	58	59.49
12	E. C. Fisher	43	3	56.92	59.24
8	W. R. C. Smith	46	5	56.5	58.37
5	John F. Rudisill	34	..	81.72	55.28
6	Richard Aspinall	27	1	73.92	54.83
9	Ray W. Davis	27	..	62.67	53.93
1	Fred H. Sexton	6	..	58.91	50.18
10	Sam S. Squire	32	2	76.93	48.59
20	Ralph E. Bristol	27	2	43.63	47.47
3	Chas. Lee Reynolds	29	11	91.00	39.84
15	James H. Kay	39	13	41.85	38.82
2	Forrest J. Perkins	33	3	43.05	38.00
4	H. G. Stanton	34	..	52.8	31.13

Total number of districts reporting..... 23  
Total number of district not reporting.... 0  
Total number of affiliating clubs (31 August, 1920) ..... 762

Total number of clubs reporting.....	682
Total number of clubs not reporting.....	46
Total number of clubs reporting no meetings held .....	64
Total number of clubs at large and in the British Isles (no report required).....	34
Total number of clubs reporting average per cent of 60 or above.....	442
Average per cent of districts in U. S., Canada and Cuba.....	57.32

### Speaking of Kings

"HOW many kings do you think will be left in ten years?" askt the American.

"Five," replied the Britisher.

"Which five?"

"The King of Hearts, the King of Spades, the King of Clubs, the King of Diamonds and King George."

### Beware of Widows

"I LOVE you! I love you!" he murmured for the nineteenth time. "Speak! Answer me!"

The maiden coyly hung her head.

"I—oh, Tom, this is so sudden!" she pleaded.

He drew her close to him.

"Don't be afraid, darling!" he said gently. "Would you like me to ask your mother first?"

With a sudden cry of alarm she threw her arms around his neck.

"No, no!" she gaspt. "Mother is a widow. I want you myself!"

—Rotarizonian.

### Standing Pat

THE city physician in making his rounds examining the children in the various schools discovered a young girl who had badly affected tonsils, and when he reported the matter to the teacher in charge she sent a note to the child's mother explaining the situation and suggesting that the pupil be sent to the clinic where the trouble would be rectified without any charge.

Promptly the next morning the teacher received a note from the mother reading as follows:

"We hain't makin' an raisin' chilern fer the doctors to larn' on. She has lived eleven years and hain't ben cut and she will die hold."

Farmer Hawbuck: I've bought a barometer, Mandy, to tell when it's going to rain.

Mrs. Hawbuck: To tell when it's going to rain! Why, I never heard of such extravagance! What do ye s'pose the good Lord hez giv ye the rheumatism for?

Clerk: "Now that you've seen all the blankets in the store, which one do you wish?"

Lady: "Well, I was only looking for a friend and didn't expect to buy."

Clerk: "Well, ma'am, if you think she's in that remaining blanket up there, I'll take it down for you."

It is not always the one who speaks longest that says the most.

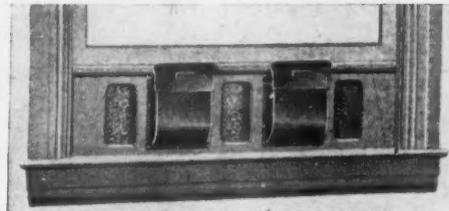
THE NATIONAL FAMILY EXPENSE BOOK has rulings and special forms for keeping complete records of daily expense, which can be totaled at the end of the month. This enables the housekeeper to make exact records of all expenditures and receipts and know at any moment the balance of cash on hand and the amounts expended for the various items.

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For Your Office, Factory,  
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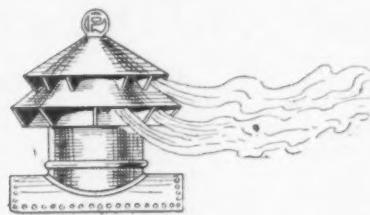
Write us, giving dimensions of space to be ventilated with number of windows and width of sash, and get our prices.

*Agents Wanted To Represent Us--Write  
for Information and Catalogue*

### Pullman Ventilator & Mfg. Company

York, Pa.

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### Denver, Colorado SAVOY HOTEL

J. G. Nicholas, Manager  
Rotary Club Luncheon held here Thursdays, 12:15  
Visiting Rotarians will please make themselves known

### Providence, R. I. THE CROWN HOTEL

ment and Comfort for the Traveler  
The Home of Simplicity, Refinement  
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Successful preparation for all colleges for women and for universities. General and Special courses for those not entering college. Art studio. Domestic science. Gymnasium. Roof playground. Swimming pool. For catalogue address Miss Fredonia Allen, Principal, Indianapolis, Indiana.

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Superb equipment. 80-acre campus. Patronage from every state and territory of the Union and from foreign countries. Ideally located in the Appalachian foothills in the isothermal belt which the Government found most satisfactory for training soldiers. Complete preparatory and college courses. Unlimited private tutoring without extra charge. Junior and Senior R. O. T. C. Complete equipment for military training. Tactical staff from the Army and U. S. Naval Academy.



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Coaching courses for entrance examinations to Annapolis and West Point; College Courses covering the most difficult parts of the first year's work in the Academy to insure success and high rank. These courses have the unqualified endorsement of the Adjutant General. In 1920 Marion men won appointments in every competitive examination they stood, and made 100% of successes on February entrance examinations to the U. S. Naval Academy. Rates moderate. For catalog and information, address Box E

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### -Executives Must Know Procedure

By reorganizing a business into a corporation and a partnership one of our clients reduced his taxes from \$25,000 to \$9,000—a saving of \$16,000. This is legal, right and proper. By readjustment of capital records another client saved \$19,000. Millions of dollars were lost last year by tax payers through ignorance of allowable deductions and exemptions they were entitled to.

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### \$5,000 Often Saved

We teach you how the various taxes work together—how to compute ALL the legal deductions. Executives taking our training frequently report savings of \$5,000 to \$100,000. Used in Standard Oil Co., Ford Motor, U. S. Rubber Co., U. S. Tire Co., etc.

**IMPORTANT:** — Tax problems have opened a new profession. Salaries and fees run from \$5,000 to \$30,000 a year. Attorneys, accountants, auditors, bookkeepers—any man with business training—can quickly qualify. Write for details.

**Tax Book** Send for our booklets, "The Income Tax Expert" and "Everyman's Income Tax". No obligation. They are free. Both booklets contain information of vital importance to every tax payer. Write today!

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—NOW—as a reminder*

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Business organizations looking for men to fill positions requiring training and ability have at their disposal PERSONNEL INKLINGS.

This service operates on a yearly contract basis and is always available for solving the problem that usually arises unexpectedly—that of finding the man when needed.

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INC.**  
340 MADISON AVENUE  
NEW YORK CITY

## Canadian Advisory Committee

AT the recent meeting of the Board of Directors of the I. A. of R. C. it was agreed that President Snedecor should appoint a Canadian Advisory Committee for the year 1920-1921 and that the Committee should be permitted to choose its own chairman by mail ballot.

President Snedecor announced the following as his appointment to the Canadian Advisory Committee:

A. R. McFarlane (Vancouver)  
R. J. Lydiatt (Calgary)  
W. H. Alderson (Toronto)  
Walter J. Francis (Montreal)  
Charles J. Burchell (Halifax)

The following was agreed upon as a statement of the functions of this committee:

1. The International Board may refer to the Canadian Advisory Committee for its consideration and advice thereon any matter of proposed Rotary activity which effects solely and only the clubs in the Dominion of Canada.

2. The Canadian Advisory Committee may suggest and recommend to the International Board what in its judgment is considered a timely public service that may be collectively rendered by all Rotary Clubs throughout the Dominion of Canada. The International Board will receive and consider such suggestion and recommendation, giving or withholding its approval thereto.

3. A resolution past by any club in the Dominion of Canada which, to be made effective, requires the collective action of all clubs in Canada, shall be forwarded by the originating club thru its District Governor directly to the Chairman of the Canadian Advisory Committee or to the I. A. of R. C. office in Chicago; and in either case such resolution will be considered by the Canadian Advisory Committee and reported by it to the International Board before action shall be taken thereon. The Board will take such advice into consideration in making its decision.

### Right Back at Him

AN Englishman, talking against many things in America, happened to say to a friend in New York: "Why, even your newsboys can't take a joke!"

The American friend replied: "Just try the next one that comes along with some nonsense and see if he can't answer you."

The Englishman agreed and stepped up to a newsie saying, "Hello, youngster, look at your nose and tell me what time it is."

The boy quickly replied, "Aw, look at your own, mine ain't running."

**BOOST**—Remember that Satan stayed in Heaven until he began to knock his home.

## Why Not Join the Chamber of Commerce?

It should be unnecessary to ask a Rotarian to join the Chamber of Commerce, for being a Rotarian implies being a live wire who would let nothing stand in the way of connecting with every dynamo to make his home town better. But there are many people in every town who regard a Chamber of Commerce as a loosely-knit body of self-flatterers who run around in rings trying to secure new industries for the town, and then at the annual dinner report that their efforts have been without results. Those people from a mental Missouri must be sold the Chamber of Commerce proposition.

The best way to make a knocker a booster is to take the biggest crab in town and load him with work and responsibilities. As soon as he sees himself given some publicity, his weak mental muscles will strengthen, his wishbone will harden into a backbone and he will become an enthusiastic booster for the Chamber of Commerce and his own city. If that man can be sent to a distant Convention and represent his city, it will be a great thing both for the man and for his commercial organization.

A Chamber of Commerce is the concentration camp, the mobilization center of a city's interests and enthusiasms. A Chamber should stand back and help every movement and "drive" to better the city. But it should refrain from political and church divisions which would tend to break the city into parts instead of building for a whole. The Chamber must view every activity by the single rule, "Is this to benefit only a certain limited few, or will it benefit the city as a whole?"

A Chamber of Commerce should never act as a credit bureau nor as a collecting agency, as some try to do: but thru many committees interest itself in such manifold interests as Aviation, Bus Terminals, Rivers and Docks, Playgrounds, Business Districts, Streets, Signboards, Reception of Distinguished Visitors, Co-operation with Neighboring Chambers of Commerce, Conventions, Farm Bureau, Transportation, Educational Institutions, Holiday Celebrations, Retail Merchants Organizations, and any other necessary committees depending on the town and its interests.

A Chamber of Commerce should be the most inclusive and not the most exclusive organization in a city. Dues should be low and duplicative, so that many citizens may belong, and not only a few well-to-do ones. Women should be as welcome as men and should be assigned to all committees. It might be well to encourage men and women of all classes to join the local Chamber so that every one may feel that he or she owns stock in the city and is therefore vitally interested in the city's welfare and progress.

A Chamber of Commerce should hold enough social entertainments like smokers, clambakes and weekly luncheons, so that

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## The LOGICAL SITE of GREAT INDUSTRY

Cincinnati is a vantage point for manufacturing of every kind. Ample raw materials from all points are obtainable quickly. Transportation facilities by rail and river permit a stupendous tonnage of freight to and from Cincinnati. Short hauls cheapen cost of raw materials. Nearness to supply lessens possibility of shortage.

Because of these commercial advantages we recently built in Cincinnati

a great power plant to satisfactorily meet the needs of a large manufacturing metropolis. With ready accessibility to vast raw wealth, Cincinnati also possesses an adequate power supply.

Manufacturers may safely locate their industries in Cincinnati with assurance of dependable low-cost power-service in amount entirely sufficient for any conceivable demand.

We extend every assistance to manufacturers making investigation of Cincinnati's manufacturing advantages. We have able commercial engineers who will come to you with data and details. Shall we come to you—or will you make us a visit?

*Write or wire H. J. HOOVER, Commercial Manager*

## The Union Gas & Electric Co.

*One of the Columbia Gas & Electric Co.'s Subsidiaries*

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## Why Buy a Typewriter Because Someone Says It Is



"JUST AS GOOD" as the  
UNDERWOOD

*Buy the Machine which is the  
Standard of Quality*

SPEED—ACCURACY—DURABILITY

Letters that land a judicious jolt squarely on the prospect's "solar-purchase." I've been creating cashable compositions for direct drives since 1893 and have the nerve backed by the knack and the "know-how" to claim that I can help to market your goods or service thru sales letters. Ask for evidence.

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are so genuinely good, so truly serviceable, that they commend themselves to those that

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**"CUESTA-REY"**  
TAMPA — SINCE 1884 — HAVANA

the members may become acquainted with one another, and therefore work with more good feeling and earnestness.

An enthusiastic hard working optimist should be chosen for an executive secretary and he should be paid enough so that he will not feel like sitting on his suitcase waiting for the first train to leave town to take him to another position in another field of endeavor. Elect him into Rotary so that he can take into Rotary his pep and ideas and so that he can take from Rotary the good fellowship and many leading business and professional men and the lofty idealism of Rotary.

Make your town a good town to go back to as well as to come from! You can only do it by joining the Chamber of Commerce and working for the good of your town along the lines of a well thought out program. No town should go backward; there is only one way for a town to go and that is forward. Advertise your city; help it put its best foot forward. Dwell on its advantages and not on its disadvantages. The former is for the public and the latter for yourself only.

As Henry Van Dyke says, "Trim your lamp so that it will give more light and less smoke, and carry it in front so that your shadow will fall behind you."

And always wake up in the morning glad that you live in your town, proud of it, tickled to death that you can call it your home, where you vote, where your kids go to school, where you worship God and where the sun always shines and the clouds never gather. Talk your town, dream your town and breathe your town. Be a booster and not a boaster. Join your Chamber of Commerce, put the "am" in Chamber and the "me" in Commerce and always recall that if your town seems to be a back number,—"It Isn't Your Town; It's You!"—

**I**f you want to live in the kind of town Like the kind of town you like, You needn't slip your clothes in a grip And start on a long, long, hike; You'll only find what you've left behind. For there's nothing that's really new, It's a knock at yourself when you knock your town—  
It isn't the town, it's *you!*

Real towns are not made by men afraid  
Lest somebody else gets ahead,  
When every one works and nobody shirks.  
You can raise a town from the dead.  
And if, while you make your personal  
stake,  
Your neighbors can make one, too,  
Your town will be what you want to see—  
It isn't the town, it's *you!*

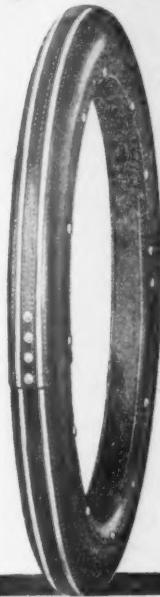
—By William John Walker.

®

"Are you related to Barney O'Brien?" Thomas O'Brien was once asked.

"Very distantly," Thomas replied. "I was me mother's first child—Barney was the sivteenth."

# Do you know why spare shoes should be covered?



Tire rubber is a vegetable product, vulcanized (cooked) to develop its toughness, resist the strains and grind of the road, but is always weakened by exposure to light, heat, moisture and oil.

Tire manufacturers store in cool, dark, dry places, and wrap the casings in heavy paper for protection in the dealer's racks; there's the tip for you—cover spare shoes, use

**The ALLEN  
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## France's Progress in Reconstruction

THE progress which France has made in the reconstruction of industries and regions devastated by the war is indicated by a statement of M. Ogier, Minister of the Liberated Regions, made in a recent speech at the Sorbonne, details of which have just been received by the Bankers Trust Company from its Paris information service. M. Ogier's figures were:

As regards industrial reconstruction, of 3,508 industrial establishments or factories destroyed, 2,627, or 75 per cent, had resumed production on May 1, 1920. These establishments are employing 300,000 workmen.

Since the law of April 17, 1919, allowing advances to sufferers from war damages, 5,858,748,742 francs have been advanced for this purpose, without including the amounts advanced for agricultural reconstruction and for the replacing of destroyed machines; when these are added, the total sum advanced towards reconstruction reaches 9,609,082,916 francs."

### Repopulating Invaded Districts

THE population of the invaded regions by November 1, 1918, had fallen to 1,944,000. This figure had risen to 3,524,600 on November 1, 1919, and on April 1, 1920, it reached 3,967,603. On this last date, municipal life had been resumed in 4,006 communes; of 6,445 schools opened to scholars in these regions before the war, 5,345 have been reopened either in repaired buildings or in temporary barracks.

One thousand, six hundred and seventy-five reconstruction co-operative societies have been organized and are employing 141,041 workmen on the work of reconstruction only.

Of 265,000,000 cubic meters of trenches, 156,360,000 have been filled in; of 300,000,000 square meters of barbed wire to be removed, 202,900,000 have been cleared away; of 41,000,000 cubic meters of material of all kinds strewn over fields in the vicinity of the front, 15,350,000 cubic meters have been removed.

### New Homes Provided

AT the signature of the Armistice, 297,271 houses had been totally destroyed, and 277,500 were in urgent need of repair. Of these, 185,600 have been repaired and are now in good condition.

On May 1, 28,500 wooden barracks had been erected to replace houses destroyed; 28,200 temporary dwellings in wood had been built and 16,800 dwellings in stone had been erected. The number of inhabitants housed in buildings which have been totally rebuilt since the Armistice reaches 874,100.

Of 51,547 kilometers of highway and national roads, which were in a state of decay at the signing of the Armistice, 20,789 have been completely repaired. Of 3,168 bridges, culverts, etc., destroyed, 1,702 have been completely rebuilt.

All the main railway lines destroyed have been rebuilt, and of 2,086 kilometers



BROTHER Rotarians will be glad to hear that I have been able to overcome with true Rotarian spirit, a very serious difficulty that came across my pathway, when I was told that I would have to give up the lease of my store in the old Daly Theatre Building, Broadway near 30th St., where I began my business career in New York City. This old, historic building is to be torn down and replaced with a modern business structure.

I felt pretty badly about giving up this old home, because it was a real home in every sense of the word. I actually lived in that store for many months when I first started in business.

But you know that Rotarians never linger over regrets; they are always up and doing.

Fortunately I was able to lease a store on the West Side of Broadway, between 52d and 53d Sts., very near to the Capitol Theatre Building, which, you know, is the largest theatre in the United States. It's a splendid location, and my friends tell me that the ill fortune in losing the old store has really turned out to be good fortune.

The next time you are in New York, drop in at this new store or in any of the other three, for that matter, and you will get a real Rotarian welcome. The other three stores are located as follows:

Herald Square—6th Ave. near 35th St.  
Broadway, west side, near 45th St.  
Broadway, west side, near 99th St.

In the meantime if you need any of my specialties, send in your mail orders and they will be filled promptly.

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**HATCH ITALIAN CHOCOLATES**

\$1.50 the lb.

**HATCH SUPREME CHOCOLATES**

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**HATCH NUTTED CHOCOLATES**

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of local lines completely destroyed, 1,722 kilometers are again in operation. Of 370 railway bridges and railway culverts destroyed, 141 have been permanently rebuilt, and 229 have been temporarily rebuilt.

Of 892 post and telegraph offices which were closed at the time of the signing of the Armistice, all but 53 have been reopened for business.

### Farm Lands Restored

On May 1, 1920, of 3,950,000 hectares of land rendered unfit for cultivation by the war, 3,339,000 hectares have been completely cleared of projectiles; 2,780,000 hectares have been cleared of barbed wire and all trenches in the same area have been filled in; 1,680,000 hectares have been made ready for sowing.

Additional figures of the Department of Reconstruction relating to farming in the restored regions are:

731,199 hectares of land were sown this spring. The office of industrial reconstruction furnished farmers with 1,270,700 quintals of seed and 1,298,100 quintals of chemical fertilizer. In this connection, it is well to point out that the liberated regions are at present producing sufficient cereals for their own use and will shortly produce a surplus which can be distributed to the rest of the country.

Considerable quantities of agricultural machinery and furniture were supplied to the farmers of the liberated regions, who had suffered loss of such material during the war. The total sum advanced for these purposes has reached the figure of 1,340,228,433 frs.

In addition to furnishing machinery, seed and fertilizers, the Department of Reconstruction furnished the farmers of the North with the following cattle to replace herds: 73,763 bulls and cows; 4,415 horses, asses and mules; 42,700 sheep and rams.

### Rotary Attendance

OUR Rotary's like an alphabet  
With letters from A to Z  
And one is represented by you

Another one by me.

Some one is A while you are Z,  
You're often feeling blue  
For A is always in great demand  
While Z has little to do.

But when the printer sets up "Jazz"  
Or "Buzz" or "Fez" or "Sneeze"  
He's likely to use some language  
If he finds he's short of Zs,  
For A and E and I and O  
Are popular it's true  
But when he wants to use a Z  
Why nothing else will do.

The letter that you represent  
No matter what it is  
Should be there Johnny-on-the-spot  
Attending to its biz.  
And when they need you dreadfully bad  
Some job it sure will be  
To try and spell "Zip"  
If that meeting you skip  
When you are the goldernd Z.

—Albert S. Bliss.

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# The American War Credits

By Otto H. Kahn

AS to our loans to Europe, we are not now being asked to cancel them. What is now expected of us and what Europe has every right to expect, is a definite and fair arrangement by which these debts will cease to be an immediate troublesome factor and problem in the budgets of Europe.

Public opinion in America is, I take it, not disposed, with such light and guidance as it has at this time, to consider a relinquishment of our monetary claims. It may or may not, in due course of time, be willing to sanction such a course or some other measure of settlement or relief, in respect of all or part of those claims.

Personally, I do hope for an adjustment, in some way, mutually acceptable and characterized by a large-minded attitude on our part. But unless and until American public opinion with voluntary generosity or from other considerations seeming to it good, so determines, there is no sound reason why we should be diffident or apologetic concerning what is justly due us.

Indeed, the balance which rightfully stands to our credit in Europe is not only financial, but also sentimental. We have rendered no mean service to the Allied Nations in coming to their support at a critical juncture, and in helping to win the war. We did so solely from motives of honor and idealism.

The bulk of our people never believed, prior to our declaration of war, that, whatever the outcome of the conflict, we were or could be menaced, and they do not believe so now in retrospect. Neither any

fear of the intentions towards us of a Germany emerging from the war unwhipt nor any hope of gain, actuated our decision to throw the American sword into the scale on the side of the Allies.

We are carrying the immense burden of our war expenditures without any compensating material return. We are asking no part of the German Indemnity, and we have no share in the territorial, commercial, and other tangible advantages which the Peace Treaty brought to our comrades in arms. Indeed, in certain respects, the status resulting from the post-bellum world settlement, may be said to be rather unservient to our interests than otherwise.

These are perfectly valid considerations, and their assertion is entirely compatible with the warmest admiration for the heroism of the Allied Nations, with the sincerest friendship for them, and with the altruistic motives which actuated us in entering the war.

What we are unquestionably called upon to do is to take fully into account the circumstances under and the purposes for which these loans were contracted, the existing abnormal state of the exchanges, and the difficulties of the economic problems which confront the Allies, and then to adjust our attitude accordingly. Indeed, I think we should take the initiative in straightening this matter out to mutual satisfaction without awaiting further approaches on this subject from our Allied friends, and thus prevent it from being a continuing source of embarrassment, uncertainty and vexation.

## British Shipping Progress

BRITISH total export trade for the first half of 1920 amounted to almost  $3\frac{1}{2}$  billion dollars, or approximately  $1\frac{1}{2}$  billion dollars more than the amount of exports for the first six months of 1919. Moreover, British exports for the first half of the current year exceeded in money value the export trade for the entire year 1913.

How has Great Britain, in so short a time after the war, succeeded in making so great a recovery of her world trade? One explanation is furnished by the steps which England took at the start of the war to protect her exporters and to hold their trade for them so far as possible during hostilities.

*A Study of English Public Finance* by the Bankers Trust Company, of New York, gives the details.

"On November 3, 1914," says the study, "a very interesting arrangement was made between the Government, the banks and the Association of Chambers of Commerce of the United Kingdom to promote the export trade. To solvent traders were to be advanced funds equivalent to 50 per cent of moneys owing to them by debtors res-

ident abroad, these advances to be used by the traders to continue their business and pay their commercial debts to other traders and manufacturers.

"It was understood that the moneys provided were not to be taken by the banks to reduce loans or overdrafts or to pay bank acceptances; but were to be solely a new credit for meeting the purely trade obligations of the borrower and in pushing his business as rapidly as possible. Any loss was to be borne at the rate of 75 per cent by the Government and 25 per cent by the accepting banks.

"Similarly, the cotton trade was encouraged. The Government arranged a fund to be used to enable borrowers to meet market differences. The payment of the advances was guaranteed as to 50 per cent by the Government, 25 per cent of the Liverpool Cotton Association and 25 per cent by the lending bank."

Further protection was afforded to traders thru a limited moratorium declared by the Government. This extended over a period of three months at the outbreak of the war. During that time creditors could



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not demand payment of bills, which gave business an opportunity to adjust itself to war conditions. In addition, action was taken to protect bills of exchange.

"This was necessary," the study explains, "because for years London had been the banker of the world. A dealer in China might sell his tea in New York; but he would arrange for payment thru London. To meet his obligation the New York buyer would perhaps buy a bill which a wheat grower in Minnesota was drawing on London to pay for wheat which had gone to France.

"These bills coming in from all parts of the world were mutually cancelling one other. During the period they had to run they were considered the choicest, the most liquid asset, next to cash, which a bank could hold. But when war came the banks found these assets 'frozen'—entirely unavailable.

"The Bank of England made provision to discount pre-moratorium bills, whether drawn by enemy aliens or others, without recourse to the holder, giving the acceptor the opportunity of postponing payment, interest being payable in the meantime at 2 per cent over bank rate.

"At the close of 1914 it was estimated that some 400 million dollars of special loans of various kinds were being carried for the Government by the Bank of England. This total included pre-moratorium bills and advances to traders."

Thus, England is making a speedy trade recovery because, even during the war, her hold on world markets and the financing of her export trade never completely relaxed.

### New "Pep" In Old New England

THE thirty-odd clubs of the New England States recently put on a fall "conclave," which was a "humdinger." Nearly one thousand people were present, and to judge by the songs and stunts and general good fellowship, one could easily imagine himself in the heart of the "wild and woolly West." At the same time nothing unseemly occurred and the New England ladies had just as good a time as their Rotarian escorts.

District Governor Forrest J. Perkins presided skilfully and efficiently. The Secretary-General delivered an address on Rotary and Senator Henry Cabot Lodge delivered an address on "The Spirit of New England." Rotarians Charles A. Littlefield and Walter H. Creamer made corking good talks on Rotary. The Lynn Rotarians, headed by President Maurice A. Stevens, distinguished themselves as hosts who were on the job all the time and forgot nothing. Frank H. Van Blarcom, Herbert A. Cahoon and George E. Mitchell were the executive committee. The conference was held at Swampscoot, Mass.

One of the great objects of the gathering was to develop a new spirit, or reawaken an old spirit, of co-operation throughout New England. New England is getting ready "to tell the world" a number of things.

